



AGENDA

Meeting #7

September 11, 2018

Hispanic Unity of Florida

5811 Johnson Street

Hollywood, FL 33021

Tuesday, September 11, 2018 -- 4:00 p.m.

Mission

Empowering immigrants and others to become self-sufficient, productive and civically engaged.

Hispanic Unity of Florida
Board of Directors Meeting
AGENDA
Tuesday, September 11, 2018

We will start the meeting promptly at 4pm

1. 4:00pm **Call to Order/ Roll Call** **Charles Tatelbaum**
2. 4:05 **Presentations** Chair, Charles Tatelbaum **Information**
 - Mission Moment: :90 second video
 - Member to Member Meet-UPs – Feedback
3. 4:10 **Governance** Committee Chair, Steve Sampier
 - Board Member Candidate: George M. Mihaiu for board membership **Action** pg.1
 - Bylaw Changes **Action** pg.2-20
 - Review proposed board recruitment process, timeline and targets (Hector Lima) **Discussion** pg.21
4. 4:45 **Marketing** Committee Chair, Lucia Rodriguez **Discussion** *Presentation*
Brand Feedback & Messaging Refresh
5. 5:05 **Board Committee Updates**
Committee Chairs will update the board members on key actions taken or key concerns
 - Finance, Emma Pfister
 - Governance, Steve Sampier
 - Marketing, Lucia Rodriguez
 - Public Policy & Advocacy, Dan Schevis & Rolando Garcia
6. 5:20 **Consent Agenda** **Action** **Charles Tatelbaum**
Consent agenda items are items that may not need individual discussion and may be voted as one item. Any Board member wishing to discuss an item may move to have it considered individually.
 - i. Board Minutes – June 2018 pg. 22-23
 - ii. Finance Committee Minutes for June, July & August 2018 pg. 24-29
 - iii. Financials for April, May & June 2018 pg. 30-48
 - iv. Governance Committee Minutes – August 2018 pg. 49-50
 - v. Public Policy & Advocacy Committee Minutes - August 2018 pg. 51
 - vi. Marketing Committee Minutes – June & July 2018 pg. 52-54
 - vii. Board of Director’s Scorecard Jan-August 2018 pg.55-57
 - viii. *Recap of Finance Committee electronic vote on the YWCA Lease* pg.58
 - ix. *Recap of Board electronic vote on the YWCA, Gulfstream & P509 Policy* pg.59
 - x. *Recap of Finance Committee electronic vote on Gulfstream Lease (2nd Draft)* pg.60
 - xi. *Recap of Board of Director’s electronic vote on second Gulfstream Lease* pg.61
 - xii. *Executive Committee vote on letter to Gov. Scott re: VPK Assessments* pg.62-65
7. (If time permits)
Board Member Program Tours
Steve Sampier, Willy Gomez, Angie Stone, Dan Schevis, Lucia Rodriguez, Emma Pfister
8. 5:30 **Executive Sessions**
 - With Josie to discuss senior HUF Senior Executive Pay (Materials sent in separate email)
 - Board Only
9. 6:00 pm **Adjourn**

15 Active Board members /9 required for quorum and vote

Save the Date
Entrepreneur Summit, NSU – Friday, Sept. 28

**Hispanic Unity of Florida
BOARD OF DIRECTORS ATTENDANCE MATRIX**

BOARD MEMBER	Sep 2017	Oct 2017	Nov 2017	Dec 2017	Jan 2018	Feb 2018	Mar 2018	Apr 2018	May 2018	June 2018 P	July 2017	Aug 2017
AKITI, Melida	Cancelled – Hurricane Irma	P	P	P	P	P	P	E	E	P	No Meeting	No Meeting
CARDOZO, Carolina					P	P	P	P/T	P	P(T)		
GARCIA, Rolando, Ph.D.		P	P	P	P/T	P	P	P	P	P		
GOMEZ, Willy		P	P	P	P	P	P	P	P	P(T)		
GUERRERO, John		P	P	P	P	P	E	P	P	P		
HERZ, Dan		P	E	P	P	P	P	P/T	E	P		
LIMA, Hector		P	P(T)	E	P	P	E	E	P	P(T)		
MAINGOT, Daphne			P	P	P	P	P(T)	P	P	P(T)		
PARADOWSKI, Christina		P(T)	P	P	P	P	P	P	P	P		
PFISTER, Emma		P	E	P	P	P	P	E	P	P		
RODRIGUEZ, Lucia		E	P	P	P	P	P(T)	E	P	P		
SAMPIER, Steve		P	P	P	P	P	E	P	P	P		
SCHEVIS, Daniel					P/T	P	E	E	P	P		
STONE, Angie					E	P	P(T)	P	P	P		
TATELBAUM, Chuck		E	P	P	P	P	P	E	P	P(T)		
Total Board Members		15	18	18	16	16	16	16	15	15		
Present: P / T= Telephone		12	14	13	15	15	12	10	13	15		
Excused: E		2	3	2	1	0	4	6	3	0		
Absent: A		1	1	1	0	1	0	0	0	0		
Board Members Present		80%	78%	83%	94%	94%	75%	63%	81%	100%		

Application completed:	1/20/2017 9:26:54
Name	George Mihaiu
Primary Affiliation/Organization	Fort Lauderdale Media Associates, Inc.
Additional Affiliation(s)/Organization(s)	
Mailing Address	401 E. Las Olas Blvd., Ste. 130-599, Fort Lauderdale, FL 33301
Email	publisher@ftlauderdalemedia.com
Phone Number	954.828.1337
Professional Background <i>(For-profit Organization, Non-profit Organization, Government (Local, State), Government (Federal, Foreign), Other)</i>	For-profit Organization
Age <i>(35 years or younger, 36 to 45, 46 to 55, 55+)</i>	55+
Gender	Male
Previous HUF Relationship <i>(Current or Previous Volunteer, Current or Previous Donor, Current or Previous Committee Member, HUF Event Attendee, HUF Program Client, Other)</i>	
Expertise/Special Skills <i>(Accounting/financial, Business/governance, Strategic planning, Prior audit experience, Prior executive committee experience, Prior governance/nominating experience, Non-profit organizations, Banking/Financial Services, Information Technology, Legal/compliance, Risk management, Human Resources, Other)</i>	Custom publishing, advertising, marketing & media relations
Other board service/board training	
Assessment of level of interest in serving <i>1 = Very Interested...5=Not Interested at All</i>	1
Available Time and Commitment to serve <i>1 = High Level of Time/Commitment ...5=Low Level of Time/Commitment</i>	2
Assessment Fundraising Potential <i>1 = High Level of Fundraising ...5=Low Level of Fundraising</i>	5
Referral Source	Charles Tatelbaum
Additional Information	<p>For more on our work and my professional background, please see http://ftlauderdalemedia.com/about-us.</p> <p>For the record...my grandparents were immigrants from Romania in 1900 who fled oppression to pursue the promise of freedom and opportunity that America offered. We have to continue to offer and fulfill that promise of freedom and the opportunity to make a decent life for those who seek it...whether by choice or by necessity...and I would be honored and feel privileged if what I do can be of help and service to the Hispanic Unity Foundation.</p>

BY-LAWS FOR HISPANIC UNITY OF FLORIDA, INC.

AS AMENDED ON AUGUST 20, 2018

ARTICLE I: NAME

The name of the corporation shall be Hispanic Unity of Florida, Inc., (referred to herein as the “Corporation”).

ARTICLE II: PLACE OF BUSINESS

The corporate office of the Corporation shall be located at 5840 Johnson Street, Hollywood, Florida 33021, or such other location as may be established from time to time by the Board.

ARTICLE III: MISSION STATEMENT

Empowering immigrants and others to become self-sufficient, civically engaged and productive.

ARTICLE IV: BOARD OF DIRECTORS AND OFFICERS

a. **Function** - The Board of Directors (the “Board”) shall have and exercise all corporate powers necessary to manage the business and affairs of the Corporation, with the authority to delegate certain administrative and Executive functions to paid employees of the Corporation.

b. **Operation** - The Board shall be responsible for the operation, development and maintenance of the Corporation in accordance with the requirements for exemption from the federal taxation under the current section 501 (c)(3) of the Internal Revenue Code, or as amended.

c. **Number** - The Board shall be comprised of a maximum of twenty-one (21) elected directors that are to be nominated and elected to the Board in accordance with these By-Laws. The maximum number of elected directors may be increased or decreased from time to time by amendment to these By-Laws. Said increase or decrease must be consistent with any applicable law, and no decrease in the number of elected directors shall have the effect of shortening the terms of any incumbent elected directors or having the effect of removing any directors.

d. **Nominations/Elections/Terms**

1. **Nominations** - As vacancies on the Board exist or may occur, any director may submit to the Governance/Nominating Committee names for consideration to fill the vacancy. Members of the Governance/Nominating Committee will interview potential candidates, explain the operations of the Corporation, as well as inform candidates of the obligations and duties of a Director. The Chair of the Governance/Nominating Committee or his/her designee can present to the Board candidates for election to the Board at any regular or special Board meeting.

2. **Vacancies** - Should an elected member of the Board not complete an elected term, then that position on the Board as an elected director shall be considered as vacant, and the Board may fill such vacancy for the remaining portion of the elected director's original term in accordance with section 1 above.

3. **Election and Tenure** - Each director shall be elected by a majority vote of the then Board. Such election shall ordinarily be held based upon the nominations provided by the Governance/Nominating Committee. Directors shall be elected for an initial term of one year. At the conclusion of the first year as a member of the Board, a Director shall be eligible to be elected for an additional term of two years. At the conclusion of the third year as a member of the Board, and director shall be eligible to be elected for a term of three years unless removed from office as herein provided or said director resigns. To the extent possible, terms of directors should be staggered such that terms of one third of the directors shall expire each year. No person shall serve as an elected director for more than three consecutive terms totaling six years, with the exception of the Immediate Past Chair and/or the current Chair who may have served three consecutive terms totaling six years on the Board, but have not completed their term as Chair and Past Chair. In such instance, the Past Chair and/or current Chair shall remain as a Board member until the end of their term as Chair and Past Chair. An elected director who has served two consecutive terms shall not be eligible for re-election until one year after the expiration of such director's final term. The Board may, by unanimous vote, on an individual basis modify the above term limit and extend the term of an elected director if she/he is on a

critical committee, or if the Board feels that the extension is necessary to benefit the Corporation. The extension may be for up to one year.

4. **Removal** - Any elected director of the Corporation may be removed from office by the Board, whenever in its judgment the best interest of the Corporation would be served thereby. Such removal shall be by vote of two-thirds of the serving elected directors.

e. **Board of Directors: Job Description:** The duties and functions of each elected member of the Board shall include, without limitation, the following:

1. Determine the organization's mission and purpose
2. Select the Chief Executive
3. Support the Chief Executive and assess his/her performance
4. Actively participate in the creation and implementation of the organization's strategic plan
5. Meet Board member Scorecard Commitments
6. Ensure adequate resources through fund development and appropriate budget
7. Serve on a standing Board committee
8. Determine, monitor and strengthen the organization's programs and services
9. Enhance the organization's public standing
10. Ensure legal and ethical integrity and maintain accountability
11. Recruit *diverse* Board members, orient new members and assess self and Board performance

f. **Board Member Emeritus** - Board Member Emeritus is the highest honor bestowed by the Corporation to a Board member who has made extensive contributions to the Corporation over the life of their service to the Corporation.

1. All Board members shall be eligible for consideration as a Board Member Emeritus, provided there is a history of that Board member's contributions to the Corporation for consideration by the sitting Board of Directors.

2. The minimum qualifications for a Board Member Emeritus shall be:
 - Tenure on the Board for a minimum of six (6) years, with no less than a one year term as Chair of the Board. Service as Chair of the Board can be waived by a majority vote of the Board.
 - Nomination for Board Member Emeritus - A Board member shall be nominated by the Governance/Nominating Committee for consideration as a Board Member Emeritus.
 - The nomination for consideration as Board Member Emeritus shall include a detailed description: (1) of the reason(s) why the nominee's service to the Corporation should be recognized, and how the nominee's service is distinguishable from the service of other Board members whose terms have ended, and (2) why the Corporation should continue to have an association with the nominee.
3. The nomination shall be presented to the Board at a meeting by the Chair of the Governance/Nominating Committee for consideration and vote.
4. The benefits and rights bestowed upon a Board Member Emeritus include, without limitation:
 - a. Invitation to all Board meetings and special events
 - b. Lifetime membership to the Corporation
 - c. Have the right to address the Board on issues of interest to the Corporation
5. A Board Member Emeritus shall not be required to make a minimum annual contribution to the Corporation.
6. A Board Member Emeritus, shall not have the right to vote at Board meetings.
7. A Board Member Emeritus may be removed as a Board Member Emeritus by a vote of two-thirds of the members of the Board for cause, including, without limitation, any of the following:
 - a. Conviction of a felony,
 - b. Abuse of power,

c. Any act which, in the best judgment of the Board is detrimental to the Corporation or the community, or

d. Unauthorized representation of the Corporation without proper authorization by the Board.

g. **Honorary Board Members** - Any elected member of the Board who has served two complete and consecutive three-year terms shall be invited to become an Honorary Member of the Board. If such individual accepts the invitation to become an Honorary Member of the Board, that individual shall continue in such capacity until she/he resigns such position or is removed in accordance with these By-laws. The provisions of sections 4, 5, 6 and 7 immediately above shall be equally applicable to Honorary Board Members.

g. Contribution Requirement – Each elected member of the Board shall be required to make a minimum annual Financial contribution to the Corporation in such amount as determined from time to time by a majority of the Board. The minimum annual financial contribution to the Corporation shall be payable on or before March 31 of each calendar year.

ARTICLE V: OFFICERS OF THE CORPORATION

a. Non-Employee Officers of the Corporation - The non-employee officers of the Corporation shall be the Chair, Chair Elect, ~~Vice-Chair~~, Secretary and Treasurer and Immediate Past Chair (the “Officers”). All Officers of the Corporation shall be voting members of the Board. The Officers shall maintain continuous monitoring of the business and affairs of the Corporation and may propose action to promote the purposes of the Corporation. The Officers of the Corporation shall keep regular minutes of its proceedings and a copy furnished to all members of the Board.

~~No~~ Each Officer shall be elected for an initial term of one year, and may be re-elected for an additional term of one year only for the same office. By August 1st of the calendar year in which each Officer is serving his or her initial one-year term, each Officer shall notify the Governance Chair whether or not such Officer is willing to serve in the same office for an additional one-year term. Notwithstanding this, the Governance Committee shall not be required or obligated to nominate an Officer for re-election to a second one-year term in that office if the Governance Committee, in its judgment, that such a nomination would be contrary to the best interest of the

Corporation. If an Officer notifies the Governance Chair that he or she is declining or not willing to serve an additional one year term in the same office, the Governance Committee will abide by that declination.

Election procedures shall be pursuant to the procedures for the election of Directors. Notwithstanding the above limitation on the term of Officers, in the event that circumstances exist where the knowledge, experience and acumen of the Treasurer is such that the continuance in office of such individual for more than one year will be in the best interest of the Corporation, then, the Board by a majority vote may extend the term of the Treasurer beyond the two year limitation to hold the same office.

b. Employee Officers of the Corporation – The employee officers of the Corporation shall be the President, the Chief Executive Officer, the Vice President of Development, the Senior Vice President of Strategy and Programs and the Chief Financial Officer. The offices of President and Chief Executive Officer shall be combined until such time as a majority vote of the Board determines to create two separate positions. For ease of reference, the combined position of Chief Executive Officer/President shall be referred to in these By-laws as the Chief Executive.

c. Duties and Powers of the Officers of Corporation - The duties of the Officers shall be the following:

1. Chair - Job Description

1. Build Participation

Share information with officers, committee chairs and others in leadership positions

Build engagement and momentum through ex-officio membership on Board committees

Participate in on-board all new Board members through the orientation and conversations

Create a relaxed, natural environment in meetings and other exchanges

Involve and support staff

2. Acquire and Communicate Information

Stay informed

Keeps others informed

Work with Chief Executive to prepare monthly agenda for Board meetings

Communicate concisely accomplishments, challenges and failures

3. Talent Acquisition & Evaluate Performance

Oversees search for new Chief Executive

Lead with the Governance Chair and Chief Executive the annual individual and collective Board assessment

Coordinate and participate in the performance evaluation of the Chief Executive

Recognize good performance

4. Delegate

Know the Board's role and the staff's role, and delegate accordingly

Expect reports and periodically assess progress

Share the credit and share the risk

5. Raise Funds

Be a role model for staff and other Board members

Provide leadership in activities and events

Personally contribute

6. Be Visible in the Community

Attend social functions

Speak in public on behalf of the organization

Be a consistent and open advocate for the cause and encourage & support Board members to do the same.

Acts as an alternate spokesperson for the organization. .

7. Develop Board Leaders

Help identify his or her successor and assist with on-boarding of the next leader

Assist Governance Chair and work with the Chair Elect, ~~Vice-Chair~~ and Chief Executive to identify & recruit future officers

In collaboration with Chief Executive and Governance Chair, designate committee chairs and serve as mentor

Work closely with ~~Vice-Chair and~~ Governance Chair on new Board member recruitment

Provide guidance and leadership to rising stars on the Board

8. Plan for the Future

Work with the Governance Chair and Chief Executive on an annual planning session

Ensure Board reviews on a regular basis the agency's strategic plan

Ensure agency is funded for an in-depth strategic planning process every 3-5 years

Encourages and engages the agency and the Board to participate in advocacy

2. Chair - Elect Job Description

1. Attend all Board meetings
2. Serve on the executive committee and serve on an additional standing committee
3. Work with the Chair, the Governance Committee Chair and the Chief Executive in conducting a yearly planning session which will update the organization's vision, role, actions and strategic positioning
4. Carry out special assignments as requested by the Board Chair
5. Understand the responsibilities of the Board Chair and be able to perform these duties in the Chair's absence
- ~~6. Work with the Vice Chair to assist her/him on understanding the responsibilities of Chair-Elect and assist in preparing her/him to perform those duties~~
- ~~7.6.~~ Work with the Chair, ~~Vice-Chair~~ and Governance Committee Chair to identify and recruit future officers
- ~~8.7.~~ Participate as a vital part of the Board leadership
- ~~9.8.~~ Understand the responsibilities of the Board Chair and be able to perform these duties in the Chair's absence

~~10.9.~~ Support the Chief Executive and selected Board committees in the formulation of and subsequent implementation of a strategic plan

~~3 Vice-Chair—Job Description~~

- ~~1. Attend all Board meetings~~
- ~~2. Serve on the executive and Governance Committee~~
- ~~3. Participate in new Board member orientations along with the Chair & Chair of the Governance Committee~~
- ~~4. Take leadership role on Board member recruitment as a member and work with the Governance Committee Chair and Chief Executive in the recruitment and on-boarding of new Board members~~
- ~~5. Work with the Chair, Chair Elect and Governance Committee Chair to identify and recruit future officers~~
- ~~6. Carry out special assignments as requested by the Board Chair~~
- ~~7. Understand the responsibilities of the Board Chair and be able to perform these duties in the Chair's and Chair-elect's absence~~
- ~~8. Participate as a vital part of the Board leadership~~
- ~~9. Work closely with the Chair Elect to prepare to take over Chair Elect of the Board~~

~~43. Secretary - Job Description~~

1. Attend all Board meetings
2. Serve on the executive committee and serve on an additional standing committee
3. Ensure the safety and accuracy of all Board records
4. Review Board meeting minutes and ensure their accuracy

5. Work with staff to create and maintain a Board Calendar with key information such as Officer Slate, CEO review and agreement due dates, New Board Member Orientation, Board Thank You calendar, etc.
6. Facilitate adherence with the principles of Robert's Rules and approval of Board actions should questions arise.
7. Assume responsibilities of the chair in the absence of the Board Chair, ~~and Chair-Elect, and Vice-Chair~~
8. Provide notice of meetings of the Board and/or of a committee when such notice is require

54. Treasurer - Job Description

1. Attend all Board meetings
2. Maintain knowledge of the organization and personal commitment to its goals and objectives
3. Understand financial accounting for nonprofit organizations
4. Serve as financial officer of the organization and as chairperson of the finance committee
5. Recruit one individual from the finance committee to chair the audit committee (can recruit "self") [IRS rules allows for only one finance committee member to serve on the audit committee. Other audit committee members must include current Board members. Additional external members may also be recruited.]
6. Manage, with the finance committee, the Board's review of and action related to the Board's financial responsibilities
7. Work with the chief executive and the chief financial officer to ensure that appropriate financial reports are made available to the Board on a timely basis

8. Assist the chief executive or the chief financial officer in preparing the annual budget and presenting the budget to the Board for approval
9. Assist the chief executive and the financial officer in the design and execution of the organization's treasury policy
10. Present the annual budget to the Board for approval
11. Ensure the audit committee chair reviews the annual audit and answers Board members' questions about the audit and the auditor's report

6. Immediate Past-Chair - Job Description

1. Attend all Board meetings
2. Serve on the executive committee
3. Carry out special assignments as requested by the Board chair
4. Assist the Board chair by providing historical information and sharing personal experiences on issues addressed by the Board the previous year
5. Participate as a vital part of the Board leadership

7. **Chief Executive Officer/President (the "Chief Executive") – Job Description** – The Chief Executive Officer/President ("Chief Executive") shall be an employee of the corporation, and unless a separate positions are created for the Chief Executive Officer and the President. The Chief Executive shall attend all meetings of the Board and such meetings of the committees of the Board as requested by the Chair, but shall not be a voting member of the Board or any committee. The Chief Executive may execute any contracts or instruments which the Board authorizes. The Chief Executive shall perform such other duties as may be prescribed by the Board consistent with being the Chief Executive of the Corporation. The Chief Executive of the Corporation shall be an at will employee of the Corporation, and shall remain in office subject to the vote of a majority of the Board. In the event of a vacancy in the position of Chief Executive, the position shall be filled based upon the majority vote of the Board.

8. **Chief Financial Officer – Job Description** - The Chief Financial Officer of the Corporation shall be an employee of the Corporation. The Chief Financial Officer shall be responsible for managing the day-to-day accounting, treasury, auditing, tax and other Financial functions of the Corporation. The Chief Financial Officer will have charge of, and be responsible for, all funds and securities of the Corporation consistent with the banking and investment policies of the Board, receiving and giving receipts for monies due and payable to the Corporation from any source whatsoever, depositing all such moneys in the name of the Corporation in such banks, trust companies, or other depositories as shall be designated by the Board, and disbursing the funds of the Corporation according to the policies of the Board. The Chief Financial Officer shall attend all meetings of the Board as requested by the Chair or the Chief Executive, but shall not be a voting member at such meetings. The Chief Financial Officer shall perform such other duties as may be prescribed by the Chief Executive. The Chief Financial Officer of the Corporation shall be an at will employee of the Corporation.
9. **Vice President of Development and Senior Vice President of Strategy and Programs – Job Descriptions** - The job description and duties of the Vice President of Development and the Senior Vice President of Strategy and Programs shall be designated and assigned from time to time by the Chief Executive after conferring with the Chair, and, if necessary, the Board.

k. Conflicts of Interest - Directors shall serve voluntarily and in the best interest of the Corporation. No two Directors may be related by marriage or immediate family at any given time. In the event that a Director is directly related to an employee of the Corporation either by marriage or by family, said Director must abstain from voting on all issues that relate to said employee. Any and all decisions and/or discussions pertaining to these or any other issues must be kept in the strictest of confidence by all Directors. Each Board Member shall read and sign a form agreeing to abide by the following Conflict of Interest Policy:

Conflict of Interest Policy

The standard of behavior at Hispanic Unity of Florida (HUF) is that all staff, volunteers, and Board Members scrupulously avoid conflicts of interest between the interests of HUF on one hand, and personal, professional, and business interests on the other. This includes avoiding potential and actual conflicts of interest, indirect conflicts of interest, as well as perceptions of conflicts of interest.

I understand that the purposes of this policy are to protect the integrity HUF's decision-making process, to enable our constituencies to have confidence in our integrity, and to protect the integrity and reputations of volunteers, staff and Board Members. Upon or before election, hiring or appointment, I will make a full, written disclosure of interests, relationships, and holdings that could potentially result in a direct or indirect conflict of interest. This written disclosure will be kept on file and I will update it as appropriate.

In the course of meetings or activities, I will disclose any interests in a transaction or decision where I (including my business or other nonprofit affiliations), my family and/or my significant other, employer, or close associates will receive a direct or indirect benefit or gain. After disclosure, I understand that I will be asked to leave the room for the discussion and will not be permitted to vote on the question.

I understand that this policy is meant to supplement good judgment, and I will respect its spirit as well as its wording.

I. Quorum - A quorum for the transaction of ordinary business, including business transacted by the Board shall consist of one half plus one ($\frac{1}{2} + 1$) of the total membership of the Board. An affirmative vote of one half plus one ($\frac{1}{2} + 1$) Board members present shall decide any question before said Board.

m. Board Meetings - The Board shall have meetings and an annual meeting and may call special meetings as necessary and according to the proper protocol as outlined herein.

1. **Scheduling Of Meetings:** Written notice of all Board meetings shall be sent to all Directors at least five days prior to the meeting date.

2. **Annual Meeting:** An annual meeting shall be held in November or 60 days thereof, of each year at such place and at such date as the Chair may determine with the purpose of reporting on the status of the Corporation, its programs and to consider such other matters as is appropriate by law or custom for an annual meeting.

3. **Special Meetings:** Special meetings may be called by the Chair or upon written request by three Board members within three business days of the proposed meeting.

n. Attendance at Meetings - Directors are required to attend meetings and must notify the Chief Executive prior to the regular meeting if they are not able to attend. Three absences within a one year period, shall be grounds for removal of any Board member, which removal shall be initiated by a motion of the Chair.

o. Resignation and Removal of Officers and/or Board Members - A Director may be removed from office by a vote of two-thirds of the members of the Board. The Director shall be notified in writing of such action and will be given the opportunity to defend him/herself and/or present additional evidence in his/her defense within ten days after the date of the written notification. After the Director has presented his/her case, a decision shall be made by the Board within ten (10) business days after the meeting at which the presentation is made

1. Directors may resign by submitting a written notice to the Board.
2. A Director resigning for lack of attendance may re-apply to the Board at any time.

ARTICLE VI: COMMITTEES

The Board may, by resolution, designate standing and/or ad hoc committees. Each such committee shall have power to the extent delegated to it by the Board and in accordance with the laws of the State of Florida. Each committee shall keep minutes of proceedings and report to the Board. The Chair shall be an ex-officio member with one vote in each committee. Unless otherwise stated herein, committee appointments shall be made by the Chair. The term of the appointment of each committee member is at the will and direction of the Chair.

1. Standing Committees: The following committees have been established by the Board as necessary.

a. **Executive Committee:** The Executive Committee is composed of the following Officers of the Corporation: the Chief Executive, Chair, Chair Elect, ~~Vice-Chair~~, Secretary, Treasurer and Immediate Past Chair. A quorum of any three of the Officers can meet in executive session.

b. **Finance Committee:** The Finance Committee assists the Chair and the Chief Financial Officer in preparing and presenting to the Board for approval the budget, monitors the record keeping, reviews finances and makes recommendations to the Board. The Finance Committee also reviews bids for major purchases and/or contracts. “Major Purchases and/or Major Contracts” are agreements and/or expenditures greater than \$5,000.00, which are not specifically identified in the annual budget. Major Purchases do not include budget items for fundraising events, monthly maintenance or program services relating to the program’s grant budget. All Major Purchases and/or contracts must be specifically authorized by a majority of the Board.

c. **Audit Committee:** The Audit Committee will be composed of three Board Members, in good standing and independent. At least one member of the Audit Committee shall have appropriate financial experience and acumen. Up to one member on the Audit Committee may serve on the Corporation’s Finance Committee. The Committee’s principal responsibilities are to see that appropriate accounting policies and internal controls are established and followed, and that the Corporation is issued financial statements and reports on time. The Audit Committee shall select a certified public accounting firm to audit and examine the books of the Corporation on an annual basis.

Said accounting firm shall not have conflicts of interest with the Corporation and shall not have representation on the Board. The Audit Committee shall report on the examination of the books and the financial condition of the Corporation upon completion of the financial statements and audited reports. Audits shall commence no later than thirty days from the closing of the books for the fiscal year. The completed audit shall be presented to the Board no later than ninety days from the beginning of the audit.

d. Governance/Nominating Committee: The Governance/Nominating Committee shall conduct an orientation session for new Board members to ensure that they understand their duties and the Corporation's operating procedures. This Committee is responsible for initiating the Chief Executive's annual performance review, individual Board member performance reviews, and the Board's annual planning meeting. This Committee is also responsible for updating the By-laws, training and development issues and strategic planning. The Committee advises the Board in connection with issues arising with respect to persons nominated to be members of the Board or to be elected as Officers. The Committee shall make an annual review of the Directors' adherence to the requirements for attendance, contribution, support and involvement with the Corporation. The Committee shall have the responsibility for obtaining prospective members for the Board and for recommending those to be elected as Officers. In the event of a vacancy in the position of a Director or Officer, the Committee shall produce a list of candidates to fill such vacancy.

2. **Ad-hoc Committees:** Ad-hoc committees are to be created when there is a specific need for a committee that cannot be fulfilled by the actual standing committees. The creation of an ad-hoc committee may be suggested by any Director of the Board and must be approved by the majority of the Board. The Chair may create and appoint members to committees and task forces as they deem appropriate. Such committees and task forces shall have the power and duties designated by the Board and shall give advice and make non-binding recommendations to the Board. These committees may include non-Board members, but must have a Board member as the chair.

ARTICLE VII: CHECKS, NOTES AND DRAFTS

For accounting purposes, the Corporation shall maintain a minimum of one operating account. All checks, notes and drafts made from the operating account in an amount greater than \$5,000.00 must be signed jointly by the Chief Executive, and a Board member with signature authority. All checks notes and drafts for less than \$5,000.00 may be signed the Chief Executive, and /or a duly authorized Officer.

VIII. CONTRACTS

Major purchases and or contracts are those that are equal to \$5,000.00 or more, and all major purchases and or contracts must be specifically authorized by a majority vote of the Board.

ARTICLE IX: BY-LAWS

Any amendments to the By-Laws shall be approved by two thirds of the Directors. Amendments to the By-laws shall be drafted by the Governance/Nominating Committee. The Board shall be given at least twenty days notice prior to the presentation of any amendments to the By-Laws for consideration by the Board.

ARTICLE \X: NON PROFIT ORGANIZATION

This Corporation is not organized for pecuniary profit. It shall not have any power to issue certificates or stock or declare dividends and no part of its income shall inure to the benefit of any Member, Director, Officer or individual.

ARTICLE XI: EMPLOYEES

All paid employees of the Corporation (except for the Chief Executive and Chief Financial Officer) shall be selected by the Chief Executive, consistent with the policies outlined in the Corporation's Policies and Procedures Manual.

ARTICLE XII: GRIEVANCE PROCESS

Grievance procedures are described in the Corporation's Employee Manual. The Board shall maintain a personnel and grievance policy, and may from time to time move to amend it. Should the employees, clients and vendors of the Corporation believe that a decision affecting them is unjust or inequitable, they shall have a forum in which to appeal to the Board and/or Executive Committee. As provided by the Corporation's policies and procedures, the grievant must exhaust all administrative measures first and such request must be in writing. The Board's decision shall be considered final.

ARTICLE XIII: CONFIDENTIALITY

Directors and employees of the Corporation shall be bound to the strictest confidence, both during and after their term with the Corporation, regarding all matters having to do with the Corporation's Board and the business conducted therein.

ARTICLE XIV: RULES OF ORDER

In case of doubt, the Robert's Rules of Order shall be consulted, and its recommendation adopted.

ARTICLE XV: VOTING

Voting shall be governed by the following rules:

1. One Director shall have one and only one vote.
2. No proxy vote will be allowed.
3. On the request of one Board member, voting may be secret ballot with a majority vote from the membership in attendance at the meeting.
4. Voting may be by "alternative methods" (such as electronic mail and/or telephonic vote) in emergency situations, only as called upon by the Chair or Committee Chair. An affirmative vote of $\frac{2}{3} + 1$ total number of Directors on the Board or committee members then voting shall decide any motion before the matter is passed. If the alternative voting method to be employed is electronic mail, then the matter for which a decision or resolution is being sought, shall not be concluded prior to 48 business hours from the initial e-mail requesting a vote was sent, unless, half, plus one ($\frac{1}{2} + 1$) of the total number of Directors on the Board or committee members have cast their vote in favor or against

the matter. The alternative method vote shall be subject to discussion. The discussion shall be provided to all of the Members of the Board or committee members to give every Member of the Board the opportunity to participate in said discussion. A separate file for alternative method votes shall be created. Copies of all the alternative method discussions and votes shall be affixed to said file. Every alternative method resolution that occurs must be documented in the minutes of the Regular Meeting or Committee Meeting minutes immediately following the alternative method vote. Voting by alternative method is not permitted on matters scheduled to appear on the Monthly Board Meeting's Agenda. The later provision shall not apply to Board Committees.

ARTICLE XVI: INDEMNIFICATION

Directors and Officers of the Corporation shall be indemnified as of right to the fullest extent now or hereafter permitted by law in connection with any actual or threatened civil, criminal, administrative or investigative action, suit, or proceeding (whether brought by or in the name of the Corporation or otherwise) within the course and scope and arising out of their service to the Corporation or to another organization at the Corporation's request.

Problem Statement

We will need approximately seven new Board members over the next 18 months based on current capacity, candidate pipeline, and term maturity of current Board members. While we welcome any outstanding candidates, the purpose of this particular request is to identify new individuals to HUF in our most pressing areas.

Board Member Ask

We are asking current Board members to bring forward no less than 12 viable candidates (four per each of the three profiles below) to our September Board meeting. In order to simplify the process, we are only asking for the candidates' contact details, position\experience, and one sentence explaining why you believe they are a viable candidate for our Board.

Most Pressing Profiles

Finance Candidates

- CPA's (Nonprofit Accounting a Plus)
- Future Finance Chair Potential

Marketing Candidates

- Brand development
- Social Selling\Advertising
- Media Knowledge, Experience
- Future Marketing Chair Potential

Technology Candidates

- Digital\Web experience
- Development Background\Access

What Candidates Should Expect

- ~ 1mth: Invitation to a [POE Tour](#) (click on link)
- ~ 1 wk: Post-tour phone call by HUF Staff (CEO)
- ~ 1 wk: Board Chair Introductory\mutual interest call
- ~ 2days: Board Member Sponsor "Close" call
- Ask to provide personal bio information for their profile
- Board decision ****entire process is minimum of 2 months****
- Candidate Profile consists of:
 - Tour feedback, Board Chair feedback, bio, interest level
 - Governance Committee makes a recommendation:
 - Board, Committee, or no involvement
 - If recommended for Board seat, submitted to Board for vote
 - If not recommended, Chair or HUF Leadership will close

MINUTES
June 12, 2018
Hispanic Unity of Florida
Board of Directors Meeting

Call to Order

4:01pm officially called to order by Lucia Rodriguez, Chair-Elect

Presentations

- Board Member Emeritus: Induction to HUF's Hall of Service, Malena Dorn and Jorge Gonzalez. Lucia Rodriguez shared the history of Malena and Jorge's significant contributions to the organization.
- Thank you to Victoria Pinilla our Public Policy & Advocacy Fellow for work over the past year. She is starting a dual MD/law program i at UM. She was one of 48 students chosen from 10,000 who applied. Josie Bacallao gave Victoria's history with HUF and thanked her for all of her contributions.
- Meet Denisse Berrios our new Donor Relations Associate. Shani Wilson introduced Denisse to the board and shared her background.
- Mission Moment: Lucia Rodriguez reported on her visit to Unity 4Teens program at Apollo Middle after school program. She found it very moving and was very impressed of how much it helps the kids. She also went to the Unity4Kids graduation which was an emotionally-charged event.
- Member to Member Meet-UPs – Feedback. Dr. Garcia and John Guerrero met recently. Emma Pfister and Lucia Rodriguez are meeting next week. As well as, Lucia and Angie Stone have a get together scheduled.

Governance

Steve Sampier shared that the governance committee's recommendation is to have a one year term and an optional second year. Considerations may include how well the Chair is doing as well as, the desire of the Chair to work on an ongoing project which he or she is leading. The recommendation for a second year will be made by the governance committee. This also allows for the elimination of the Vice Chair position which had been originally created to meet the shorter one-year Chair term. In order to change the Chair terms and eliminate the Vice Chair position the bylaws will need to be changed/updated. The updated bylaws will be shared thirty days prior to September's meeting.

Motion by Steve Sampier to change the term limits of the Chair of the Board from one year to one year with an option for a second year. A second was provided by Christina Paradowski. The motion passed unanimously.

Steve Sampier motioned to eliminate the Vice Chair position. Lucia Rodriguez seconded the motion. It passed unanimously.

Board Self-Assessments (Angie Stone)

Angie reviewed the assessment results and shared the highlights. She shared that individual board members were more critical of themselves than of the board as a whole. HUF's new board member onboarding process has been great for new board members, as the program immersion is scheduled from the start. Going forward board members also want to stay informed on Miami-Dade expansion.

Program Immersion Information Felina Furer distributed the signup sheet for those who have not completed a two hour program immersion for 2018. Angie stressed having program knowledge helps recruitment and all other aspects of board membership.

Leading with Intent – Highlights from Report. Angie Stone went over article that was shared with the board.

Review & Discuss Remaining Retreat Next Steps (Chuck Tatelbaum)

Chuck shared that it is important for the board members to hear the "meat" of what has transpired at the committee meetings. A discussion ensued regarding the length and start time of board meetings. Suggestions included starting at 3:30pm as well as having three hour board meetings. The board considered having the governance committee discuss this item but decided to take a vote instead.

Lucia asked for a vote having HUF board meetings change from two hours to two and a half hours. John Guerrero motioned for board meetings to be from 4:00-6:30pm. Melida Akiti provided the second. Willy Gomez, Hector Lima and Daphne Maingot voted no. The motion passed by majority vote.

Starting in September, the Chair has the option of making the board meetings 2.5 hours in length.

Committee Meeting report out- Based on the board retreat – Chuck Tatelbaum recommends committee chairs should give a report of actions taken or any concern at each board meeting Steve Sampier suggested that the committee chairs need to work with Josie for the agenda topics. Committee chairs will need to make sure information that is shared is concise and pertinent. John reminded the board that at the retreat we decided we need more time and now have given the Chair the latitude if needed for a two hour and a half meeting.

Consent Agenda Motion: 1, 2, 9,10 and 11

Dan Schevis moved to accept items 1, 2, 9, 10 and 11 on the consent agenda and Melida Akiti provided the second. The motion passed.

#Items 3, 4, 5, 6, 7 and 8 were pulled for further discussion.

Steve Sampier expressed concerns with the BofA line of credit. Emma Pfister provided the history and context and shared the next steps being taken by the finance committee and led by COO/CFO, Virginia Cielo. More will be shared in the months to come.

Motion by Steve Sampier to accept items 3, 7 and 8 and Lucia Rodriguez seconded the motion. The items passed.

Item number 4: Steve Sampier thanked the finance committee for finding a solution with staff's healthcare increase. Josie Bacallao shared the different health options that the finance committee discussed. \$5k will impact the bottom line as an increase due for employee health insurance.

Motion to approve HUF's new healthcare vendor—Florida Blue was made by Steve Sampier. A second was made by Dan Schevis. Motion unanimously passed.

Items 5 & 6: Emma Pfister and Virginia Cielo reviewed the Fiscal policy F122. There are very few checks that require two signatures. The auditors have been made aware. Emma says it makes sense that Josie has ability to sign for \$10k checks and under.

Dan Schevis moved to approve to update the F122 policy. Dr. Garcia provided the second. Motion unanimously passed.

Executive Session---Not needed.

Adjourned

Meeting ended at 5:48pm.

**Hispanic Unity of Florida
Finance Committee Meeting
June 21, 2018**

Attendance:

4 members present, 4 by telephone, and 1 members excused.

Emma Pfister called the meeting to order at 8:31 am.

Insurance Coverages- Setnor Byer: Anita Byer & Danny Saunders

Mr. Saunders stated that HUF's program is very comprehensive. Philadelphia Insurance has all of the benefits that are necessary and is known as the leading insurer in the non-profit world. Details of the insurance coverages were gone over in depth. HUF's Workers Comp premium was reduced this year based on experience from the state. Mr. Saunders suggested that HUF consider the option of providing more coverage in the event a child gets hurt to provide the ability to handle a larger share of the medical bills. Anita Byer will provide a quote for HUF to evaluate. The committee inquired about property damage at the Gulfstream location as well as business interruption coverage. Mr. Saunders will provide a quote for HUF to evaluate. Mr. Saunders covered our newly acquired Cyber Liability which is now a must have ensuring more than adequate coverage should HUF gets hacked.

Bank of America LOC

Ms. Cielo went over the projected December 31, 2018 projected financials to provide BOA financial information relating to renewing our LOC again in September. The financials will be emailed today. Further explanations will be provided at the meeting by either Ms. Pfister or Ms. Cielo. Ms. Bacallao stated a meeting with BOA has been scheduled for June 25th and shared the meeting agenda. In addition a listing of the finance committee members will be provided to BOA. In conclusion Ms. Cielo stated projected 2019 Financials is partially complete as further senior management review is required.

HUF April 2018 Financials

Ms. Cielo presented the April 2018 financials. A small revision of the existing budget was made as there was an award delay in the UNIDOS-RICO revenue. The financials reflect a small operations gain. Mr. Pinzon stated that projection for the after-school programs could be at risk for \$15K if we do not have enough youth in the summer program.

UNR Net Assets

Reconciliation of UNR Net Assets:

1	Gain From Program Operations	154,034
2	Loss from Support Services	<u>(131,818)</u>
	Inc(Dec) in UNR Net Assets	\$ 22,216 Operating Gain(Loss)

The year to date **profit of \$22K is \$129K greater** than the projected year to date loss of (\$107K).

- 1) Development exceeded the net projection by \$106K.
- 2) Programs exceeded the net projection by \$10K.
- 3) Admin exceeded the net projection by \$13K.

Program's total contribution to date toward administrative and shared fixed costs to the agency totals \$344K
The Development area contributed \$188K toward administrative and shared fixed costs to the agency.

Cash

Year to date cash decreased by (\$442K) as a result of the following activities:

\$ (59,659)	Inc/(Dec) in Net Assets
39,859	Depreciation, Provision for Uncollectible & Amortization of forgivable mortgages
(286,753)	Net cash provided (consumed) by operating activities
(22,581)	Investing Activities
<u>(113,416)</u>	Financing Activities
\$ (442,550)	Inc/(Dec) in Cash

MOTION:

Mr. Bacher moved to accept the April 2018 financials. Mr. Nazur seconded the motion. The motion passed.

Leases—Gulfstream & YWCA

Ms. Cielo stated that Gulfstream is using a policy that will allow HUF to obtain a three month lease to begin leasehold improvements: such as painting, lighting, internet with Comcast, purchasing office furniture, etc. We have approximately \$15K - \$20K budgeted for these expenses.

MOTION:

Mr. Bacher moved to approve the Gulfstream temporary lease. Mr. Nazur seconded the motion. The motion passed.

YWCA

Ms. Cielo present the YWCA lease. Tripp Scott reviewed the lease. It will begin with two employees and grow to four in an office environment. The lease automatically renews every six months unless given a 30 days notice. Mr. Pinzon will meet with the Director of YWCA relating to lease amount projections going forward. Ms. Cielo stated HUF will need to purchase the business interruption insurance required in the lease agreement.

MOTION:

Mr. Saunders moved to approve the YWCA lease. Mr. Bacher seconded the motion. The motion passed.

Policy #509 – Eligibility of Employees, Family Members and/or Other Individuals Residing at the same address of Employee to Obtain Services

Ms. Cielo stated the policy has been updated from the 2006 version to maintain the highest integrity on how we conduct our mission work. Our employee's cannot receive a benefit that our clients are not receiving. The policy includes the requirement that all the levels of approvals will be required before any service can be provided.

MOTION:

Mr. Saunders moved to approve the revised Policy #509. Mr. Nazur seconded the motion. The motion passed.

Meeting adjourned at 10:06 am

Next Meeting---July 19th @8:30am

**Hispanic Unity of Florida
Finance Committee Meeting
July 19, 2018**

Attendance:

3 members present, 3 by telephone, and 3 members excused.

Emma Pfister called the meeting to order at 8:32 am.

May 2018 Financials

Ms. Cielo presented the May 2018 Financials. In May we had an operating gain of \$21K, \$128K greater than the projected loss of (\$107K). As recommended by the committee \$175K was secured from the LOC pending approval by BOA on the LOC note and was deposited to the business savings account. The budget versus actual still reflects that a re-projection has to be completed – due primarily to award delays. Mr. Pinzon stated that attendance was increased at Stranahan for the summer months, ensuring that the grant funding will be fully utilized. UW has continued to award emergency funding which HUF is continuing to distribute to clients who qualify.

UNR Net Assets

Reconciliation of UNR Net Assets:

1	Gain From Program Operations	229,144
2	Loss from Support Services	<u>(207,709)</u>
	Inc(Dec) in UNR Net Assets	\$ 21,435 Operating Gain(Loss)

The year to date profit of \$21K is \$128K greater than the projected year to date loss of (\$107K).

1) Development exceeded the net projection by \$94K.

2) Programs exceeded the net projection by \$22K.

3) Admin exceeded the net projection by \$12K.

Program's total contribution to date toward administrative and shared fixed costs to the agency totals \$456K.

The Development area contributed \$195K toward administrative and shared fixed costs to the agency.

Cash

Year to date cash decreased by (\$324K) as a result of the following activities:

\$ (178,889)	Inc/(Dec) in Net Assets
49,824	Depreciation & Provision for Uncollectible
(228,702)	Net cash provided (consumed) by operating activities
(25,031)	Investing Activities
<u>58,166</u>	Financing Activities
\$(324,633)	Inc/(Dec) in Cash

MOTION:

Mr. Nazur moved to accept the May 2018 financials. Ms. Maingot seconded the motion. The motion passed.

Status-New Offices—Gulfstream & YMCA

Although HUF does not have the executed leases back from the lessors, Ms. Cielo confirmed with the insurance company that the lessor is protected by the certificate of insurance so HUF can proceed with the moves.

Our first goal is to get the YMCA operational as we should have no problem obtaining Comcast whereas at Gulfstream it most probably will take months.

Gulfstream will house about 21 HUF employees providing the following services: COMPASS, Case Management, Public Benefits, and Family Strengthening. all of the space we have will be for work stations. Disaster Case Managers and Public Benefits personnel will be housed in 1 portable with high school personnel and family strengthening in the other portable. For the next 2-3 months the 5840 conference room will be a work space for the Disaster Case Managers and this program's supervisor until Gulfstream is completed.

Felipe Pinzon is in early talks with Gulfstream School (Broward School Board) to have an afterschool program for Preschoolers. He is exploring the details and has reached out to two funders who are interested in this opportunity for HUF. These collaborations move fast so this committee will have to be ready to approve, so we can move forward to gain grant money, etc.

Lease for Gulfstream

This lease is 30 pages, it has been color coded to determine what is completed, accepted and areas of concern. The lease is being reviewed by Tripp Scott and then will be shared with the committee. The hope is to send it to the board in August for a vote. Arnold and Emma said it is better to take the advice from attorneys at Tripp Scott versus having finance committee look at agreement, as they are not experts in legalities. Emma reminded the committee, HUF has insurance as there will be areas we cannot change in the agreement and in case anything happens we are covered.

Bank United, BB&T & BOA

Last Wednesday Ms. Cielo and Ms. Bacallao met with Bank United and BB&T.

Bank United is taking the same approach as BOA collecting the same info needed for underwriter.

BB&T had a different approach - wanted to understand our numbers and how our increase and decrease of TR funds tie into our financials. Mr. Kaplan is pursuing first whether BB&T will grant a larger LOC – at least \$300K versus the \$200K we now have with BOA. Mr. Kaplan will come back with a more comprehensive proposal.

BOA is waiting on June financials from us. At the present time we do not believe B of A will extend the line of credit beyond September 6th.

Cannon Copiers

In addition to our 2 main copiers, we have 2 small copiers. Prasad met with our representative and received a quote for the 3 new copiers required for our off-site locations. These were merged into 1 lease with the 2 smaller copiers. Prasad requested a donation for the E-Summit and Cannon contributed \$10K.

Meeting concluded at 9:18am

Next meeting will be August 16, 2018.

Hispanic Unity of Florida
Finance Committee Meeting at Casa Sanjuan
August 16, 2018

Attendance:

3 members present, 2 by telephone, and 4 members excused.

Arnold Nazur called the meeting to order at 8:40 am.

HUF June 2018 Financials

Ms. Cielo presented the June 2018 Financials stating the new format will be used in the future. Using this format will enable HUF to easily provide unaudited financials to our banker as well as compare financial information on the audited financials. Going forward expenses will be presented as direct expenditures rather than functional expenses each month. **The operating gain is \$55K, \$182K greater than the budgeted loss of (\$127K).**

The comparative information to actual is the same as in previous months with the exception of awards noted for the current month.

UNR Net Assets

Reconciliation of UNR Net Assets:

1	Gain From Program Operations	306,213
2	Loss from Support Services	(251,278)
	Inc(Dec) in UNR Net Assets	\$ 54,935 Operating Gain(Loss)

The year to date profit of \$55K is \$182K greater than the projected year to date loss of (\$127K).

- 1) Development exceeded the net projection by \$118K.
- 2) Programs exceeded the net projection by \$57K.
- 3) Admin exceeded the net projection by \$7K.

Program's total contribution to date toward administrative and shared fixed costs to the agency totals \$595K. The Development area contributed \$245K toward administrative and shared fixed costs to the agency.

Cash

Year to date cash decreased by (\$409K) as a result of the following activities:

\$ (337,238)	Inc/(Dec) in Net Assets
<u>(90,630)</u>	Adjustments to reconcile increase (decrease) in net assets
(427,868)	Net cash provided (consumed) by operating activities
(36,181)	Investing Activities
<u>54,840</u>	Financing Activities
\$ (409,209)	Inc (Dec) in Cash

MOTION:

Ms. Menendez moved to accept the June 2018 financials. Mr. Saunders seconded the motion. The motion passed.

United Way---Disaster Case Management (DCM) Contract

Ms. Cielo stated the DCM contract was funded by FEMA for funds available for disaster relief from Hurricane Irma. The contracting works as follows:

- FEMA contracted with Volunteer America.
- Volunteer America sub-contracted with United Way offices throughout the state with UW Broward County the main contact for the state.
- UW Broward County then sub-contracted with HUF and the other providers in this county.
This is a cost reimbursement contract.

The ability to obtain reimbursement from Volunteer America both by UW and HUF has had many constraints.

HUF is now due for April – June according to the contract – totaling \$33.5K.

July is due on September 10, with a total now due of \$59K.

August expenditures will cause the total cash paid to \$100K if no action is taken.

Ms. Cielo stated she contacted the UW's CFO, Mr. Watson. Mr. Watson stated that Volunteer America did not return his last 2 calls. Further, UW did not receive any funds to reimburse the providers until such time as reimbursements could be made on a regular basis. Mr. Watson then stated that he believes his best option is to go to Tallahassee to resolve this issue.

HUF now has 5 employees who may have to be laid off – at least temporarily on or before August 31st – as we are not in a position to continue to finance this program. HUF is in full compliance with the contract.

Ms. Bacallao stated she spoke briefly with UW's CEO yesterday afternoon and will contact again after this meeting to tell her what the implications are and that we need answers no later than August 27th

Both Mr. Nazur and Mr. Tatelbaum proposed options to consider if Ms. Bacallao cannot resolve the issue as noted above.

Conclusion: Ms. Bacallao received a commitment from UW that HUF would receive \$33.5K by Monday. The payment was received. Future payments would also be received according to the contract.

Status BB&T & Bank United Proposals

Ms. Cielo reviewed HUF's listing of program supporters and their contributions. The schedule was asked for by BB&T's underwriter. A proposal is expected on Monday.

Bank United has not been able to provide any feedback on an overall proposal. However, on bank fees and interest on savings, HUF would reduce expenses by approximately \$10,000.

New Offices Gulfstream & YWCA

Ms. Cielo stated both offices are going according to schedule.

Executive Session- Senior Team Compensation

Ms. Bacallao met with the committee.

Meeting adjourned at 9:25am

Next Meeting---September 20th @8:30am

HISPANIC UNITY OF FLORIDA

Financial Statements (Unaudited)

FOR FOUR MONTHS ENDING APRIL 30, 2018

Prepared by: Prasad Valluri, June 12, 2018

Reviewed by: V. Cielo, June 18, 2018

HISPANIC UNITY OF FLORIDA, INC.
STATEMENT OF FINANCIAL POSITION
FOR FOUR MONTHS ENDING APRIL 30, 2018
(WITH COMPARATIVE TOTALS FOR THE YEAR ENDED DECEMBER 31, 2017)

	2018	2017	
Assets			
Current Assets			
Cash	644,373	\$ 1,086,923	Stmnt Cash Flows - Pg 4; Detail - Pg 5 349,579
Grants receivable	269,863	276,755	
Unconditional promises to give, net	601,362	311,104	
Prepaid Expenses	35,245	54,195	
Total Current Assets	1,550,843	1,728,977	
Non-Current Assets			
Long-term unconditional promises to give	29,285	29,285	
Property and equipment, net	1,446,987	1,464,107	
Deposits and other assets	18,432	18,591	
Total Non-Current Assets	1,494,704	1,511,983	
Total Assets	3,045,547	\$ 3,240,960	
Liabilities and Net Assets			
Current Liabilities			
Accounts payable and accrued expenses	233,547	\$ 256,085	
Current portion of mortgages payable	40,753	40,753	
Line of credit	-	100,000	
Total Current Liabilities	274,300	396,838	
Noncurrent Liabilities			
Mortgages payable, net of current portion	701,189	714,605	
Total Liabilities	975,489	1,111,443	
Commitments and Contingencies			
Net Assets			Change
Unrestricted	879,706	857,490	22,216
Temporarily restricted	1,190,352	1,272,227	(81,875)
Total Net Assets	2,070,058	2,129,717	(59,659)
Total Liabilities and Net Assets	3,045,547	\$ 3,241,160	
Gain from Program Operations	154,034		
Loss from Support Services	(131,818)		
Increase (Decrease)	22,216		

HISPANIC UNITY OF FLORIDA, INC.
STATEMENT OF CASH FLOWS
FOR FOUR MONTHS ENDING APRIL 30, 2018
(WITH COMPARATIVE TOTALS FOR THE YEAR ENDED DECEMBER 31, 2017)

	2018	2017
Cash flows from Operating Activities:		
Change in net assets	\$ (59,659)	\$ (414,136)
Adjustments to reconcile change in net assets to cash provided by operating activities:		
Depreciation	39,859	117,666
Provision for uncollectible promises to give		-
Changes in assets and liabilities:		
(Increase) decrease in grants receivable	6,892	(37,587)
(Increase) decrease in unconditional promises to give	(289,256)	506,365
(Increase) decrease in prepaid expenses	19,149	(9,428)
(Increase) decrease in security deposits and other assets	(1,000)	-
(Decrease) increase in accounts payable and accrued expenses	(22,539)	(10,757)
Total adjustments	(246,894)	566,259
Net Cash Provided by (Used in) Operating Activities	(306,553)	152,123
Cash Flows from Investing Activities		
Acquisition of property and equipment	(22,581)	(115,385)
Cash Flows from Financing Activities		
Borrowing (Repayment) of line of credit	(100,000)	100,000
Borrowing (Repayment) of mortgage notes	(13,416)	(38,645)
Net Cash (Used In) Provided by Financing Activities	(113,416)	61,355
Increase (Decrease) in Cash	(442,550)	98,095
Cash - Beginning of Year	1,086,923	988,828
Cash - End of Period	\$ 644,373	\$ 1,086,923
Supplemental disclosures:		
Interest paid during the year	\$ 14,280	\$ 49,293

Cash Detail

As of April 30, 2018

Unrestricted and Temporarily Restricted Cash:

Bank of America	Operating	17,141		
Bank of America	Payroll	1,483		
Petty Cash	Imprest	800		
Bank of America	Capital/Building	18,000		
Bank of America	Business Savings	42,700	80,124	Unrestricted
Bank of America	TR Funds	564,249	564,249	Temporarily Restricted
			<u>\$ 644,373</u>	Total Unrestricted and Temporarily Restricted Cash

Temporarily Restricted Funds Schedule

As of April 30, 2018

Awards Brought Forward to 2018	AREA	CC	December 31, 2017	Increase/ (Decrease)	Additions	Increase/ (Decrease)	April 30, 2018
BB&T 2016-2018 3 year pledge 2018	CE	156	25,000	-			25,000
Citi Comm Development 9/1/17 - 8/31/18	CE	632	95,408	(36,404)			59,004
CitiFoundation 5/1/17 - 4/30/18	VITA	316	42,260	(42,260)			-
Community Found/Tate Found 6-30 2016-2021	U4K	173	15,000	-			15,000
Community Found/Tate Found 6-30 2016-2021	U4K	173	15,000	-			15,000
Community Found/Tate Found 6-30 2016-2021	U4K	173	15,000	-			15,000
Community Foundation 5/1/17 - 4/30/18	FE	506	22,915	(22,915)			-
Community Foundation 5/1/18 - 4/30/19	FE	506	42,500	-			42,500
Development	DEV	010	129,514	(129,514)			-
Emergency Funds	U4T	167	17,453	(17,453)			-
Emergency Funds	CWF	500	19,285	(19,285)			-
Humana 7/01/2017 - 6/30/2018	PB	542	43,073	(38,836)			4,237
JP Morgan Chase 7/01/17-6/30/18	CWF	507	50,153	(31,302)			18,851
JP Morgan Chase 7/01/17-6/30/18	CE	631	54,835	(32,905)			21,931
JPMorgan S&L-Miami 12/1/17 - 11/30/18	CE	633	131,210	(46,783)			84,427
Moran Foundation 1/01/17-12/31/17	CWF	503	23,752	2,072			25,824
Moran Foundation 1/01/18-12/31/18	CWF	503	350,000	(138,231)			211,769
NALEO Educational Found 7/01/17 - 6/03/18	CE	606	20,700	(10,585)			10,115
NCLR - Retail 6/01/17 - 3/31/18	CWF	508	15,740	(15,740)			-
NCLR - Rico 2/01/17 - 1/31/18	PB	537	5,299	(5,299)			-
Silicon Valley/NCLR	ADVOCACY	010	12,500	(8,333)			4,167
Target Foundation 9/1/17 - 8/31/18	U4K	181	82,748	(24,751)			57,997
Unidos-Comcast Dig. Innov 10/1/17 - 9/30/18	U4T	417	18,860	(17,316)			1,545
Unidos - Housing 10/1/17 - 9/30/17	FE	575	18,889	(18,889)			-
UnidosUS - STEAM 8/1/17 - 7/31/18	U4K	182	5,132	(2,148)			2,984
			1,272,228	(656,876)	-	-	615,352

Added in 2018							
CitiFoundation 4-2-18 - 5-30-19	CWF	509			250,000	-	250,000
CitiFoundation 4-2-19 - 5-30-20	CWF	509			250,000	-	250,000
Unidos - RICO 5-1-18 - 4-30-18	PB	537			80,000	(5,000)	75,000
					-	-	-
					-	-	-
					580,000	(5,000)	575,000

TOTAL

\$ 1,190,352

HISPANIC UNITY OF FLORIDA, INC.

STATEMENT OF ACTIVITIES

FOR FOUR MONTHS ENDING APRIL 30, 2018

	Month Actual	Month Budget	Over (Under)	Year to Date Actual	Year to Date Budget	Over (Under)	
Revenues							Baptist Health South \$5K; Others \$1.5K
Donations - UNR	\$ 6,448	\$ 34,166	(27,718)	\$ 83,370	\$ 136,676	(53,306)	Citi \$500K; RICO \$80K; Accruals Moran & Citi \$20K
Donations - TR	600,000	126,094	473,906	661,945	499,376	162,569	Budget revision required due to new awards and award delays
Satisfaction of Restrictions	(477,437)	40,289	(517,726)	81,876	197,689	(115,813)	see above
Fundraising Events	0	7,083	(7,083)	40,000	28,336	11,664	
Grant Income	224,817	227,013	(2,196)	961,217	908,052	53,165	Primarily CSC VITA \$120K - offset CSC YD (\$34K) CSC Compass late start (\$34K)
Interest Income	25	15	10	118	60	58	
Rental Income	3,942	4,001	(59)	15,768	16,004	(236)	
Voluntary Pre-K	0	2,428	(2,428)	454	9,712	(9,258)	Offset by tuition collected - see below
Fees & Miscell Income	21,559	15,401	6,158	85,205	61,604	23,601	Civic \$4K; U4K \$16K
Total Revenues	379,354	456,490	(77,136)	1,929,953	1,857,509	72,444	
Expenses							
Salaries and benefits	339,190	370,477	(31,287)	1,379,445	1,494,924	(115,479)	Offset by CSC YD and CSC Compass - grants above
Advertising	965	583	382	1,947	2,332	(385)	
Bank service charges	879	725	154	3,814	2,900	914	
Building repairs/maint	18,708	16,176	2,532	60,316	64,702	(4,386)	
Depreciation	9,967	9,966	1	39,862	39,865	(3)	
Dues Subscriptions	589	873	(284)	4,126	3,492	634	
Information Technology	3,708	3,183	525	14,136	12,733	1,403	
Insurance	4,208	4,382	(174)	16,489	17,529	(1,040)	
Interest expense	4,183	4,042	141	14,280	16,167	(1,887)	
Licenses and permits	0	63	(63)	203	252	(49)	
Mileage reimbursement	2,848	2,600	248	11,838	10,399	1,439	
Office expense	4,061	4,282	(221)	21,188	17,134	4,054	Support \$3.5K, Programs \$.5K
Postage and shipping	678	569	109	2,839	2,276	563	
Printing	8,119	3,933	4,186	21,623	16,332	5,291	
Professional fees	17,898	10,678	7,220	68,767	42,712	26,055	Offset by revenues
Program expenses	39,585	24,293	15,292	169,145	135,171	33,974	Offset by revenues
Public relations	892	2,083	(1,191)	4,495	8,332	(3,837)	
Rent	3,177	2,034	1,143	6,537	12,210	(5,673)	
Software	186	417	(231)	1,336	1,668	(332)	
Special fundraising events	0	2,667	(2,667)	5,857	10,668	(4,811)	
Staff events/meetings	430	325	105	514	1,300	(786)	
Staff training and development	3,137	3,701	(564)	16,632	14,804	1,828	
Telephone	6,853	5,505	1,348	26,346	22,023	4,323	Budget revision required
Utilities	4,052	3,773	279	16,002	15,092	910	
Total Expenses	474,313	477,330	(3,017)	1,907,737	1,965,017	(57,280)	
Increase (Decrease) in UNR Assets	(\$ 94,959)	(\$ 20,840)	(74,119)	\$ 22,216	(\$ 107,508)	129,724	
			Program	154,034			
			Support	(131,818)			
				22,216			

HISPANIC UNITY OF FLORIDA

Financial Statements (Unaudited)

FOR FIVE MONTHS ENDING MAY 31, 2018

Prepared by: Prasad Valluri, July 14, 2018

Reviewed by: V. Cielo, July 15, 2018

HISPANIC UNITY OF FLORIDA, INC.
STATEMENT OF FINANCIAL POSITION
FOR FIVE MONTHS ENDING MAY 31, 2018
(WITH COMPARATIVE TOTALS FOR THE YEAR ENDED DECEMBER 31, 2017)

	2018	2017	
Assets			
Current Assets			
Cash	\$ 762,290	\$ 1,086,923	Stmnt Cash Flows - Pg 4; Detail - Pg 5
Grants receivable	288,198	276,755	
Unconditional promises to give, net	502,262	311,104	
Prepaid Expenses	40,444	54,195	
Total Current Assets	1,593,194	1,728,977	
Non-Current Assets			
Long-term unconditional promises to give	69,285	29,285	
Property and equipment, net	1,439,313	1,464,107	
Deposits and other assets	18,392	18,591	
Total Non-Current Assets	1,526,990	1,511,983	
Total Assets	\$ 3,120,184	\$ 3,240,960	
Liabilities and Net Assets			
Current Liabilities			
Accounts payable and accrued expenses	\$ 256,032	\$ 256,085	
Current portion of mortgages payable	40,753	40,753	
Line of credit	175,000	100,000	
Total Current Liabilities	471,785	396,838	
Noncurrent Liabilities			
Mortgages payable, net of current portion	697,771	714,605	
Total Liabilities	1,169,556	1,111,443	
Commitments and Contingencies			
Net Assets			Change
Unrestricted	878,725	857,290	21,435
Temporarily restricted	1,071,903	1,272,227	(200,324)
Total Net Assets	1,950,628	2,129,517	(178,889)
Total Liabilities and Net Assets	\$ 3,120,184	\$ 3,240,960	
Gain from Program Operations	229,144		
Loss from Support Services	(207,709)		
Increase (Decrease)	21,435		

HISPANIC UNITY OF FLORIDA, INC.
STATEMENT OF CASH FLOWS
FOR FIVE MONTHS ENDING MAY 31, 2018
(WITH COMPARATIVE TOTALS FOR THE YEAR ENDED DECEMBER 31, 2017)

	2018	2017
Cash flows from Operating Activities:		
Change in net assets	\$ (178,889)	\$ (414,136)
Adjustments to reconcile change in net assets to cash provided by operating activities:		
Depreciation	49,824	117,666
Provision for uncollectible promises to give		-
Changes in assets and liabilities:		
(Increase) decrease in grants receivable	(11,443)	(37,587)
(Increase) decrease in unconditional promises to give	(230,156)	506,365
(Increase) decrease in prepaid expenses	13,950	(9,428)
(Increase) decrease in security deposits and other assets	(1,000)	-
(Decrease) increase in accounts payable and accrued expenses	(53)	(10,757)
Total adjustments	(178,878)	566,259
Net Cash Provided by (Used in) Operating Activities	(357,767)	152,123
Cash Flows from Investing Activities		
Acquisition of property and equipment	(25,031)	(115,385)
Cash Flows from Financing Activities		
Borrowing (Repayment) of line of credit	75,000	100,000
Borrowing (Repayment) of mortgage notes	(16,834)	(38,645)
Net Cash (Used In) Provided by Financing Activities	58,166	61,355
Increase (Decrease) in Cash	(324,633)	98,095
Cash - Beginning of Year	1,086,923	988,828
Cash - End of Period	\$ 762,290	\$ 1,086,923
Supplemental disclosures:		
Interest paid during the year	\$ 18,513	\$ 49,293

Cash Detail

As of May 31, 2018

Unrestricted and Temporarily Restricted Cash:

Bank of America	Operating	15,895		
Bank of America	Payroll	1,901		
Petty Cash	Imprest	800		
Bank of America	Capital/Building	18,000		
Bank of America	Business Savings	<u>130,420</u>	167,017	Unrestricted
Bank of America	TR Funds	595,273	595,273	Temporarily Restricted
			<u>\$ 762,290</u>	Total Unrestricted and Temporarily Restricted Cash

Temporarily Restricted Funds Schedule

As of May 31, 2018

Awards Brought Forward to 2018	AREA	CC	December 31, 2017	Increase/ (Decrease)	Additions	Increase/ (Decrease)	May 31, 2018
BB&T 2016-2018 3 year pledge 2018	CE	156	25,000	-			25,000
Citi Comm Development 9/1/17 - 8/31/18	CE	632	95,408	(46,285)			49,123
CitiFoundation 5/1/17 - 4/30/18	VITA	316	42,260	(42,260)			-
Community Found/Tate Found 6-30 2016-2021	U4K	173	15,000	-			15,000
Community Found/Tate Found 6-30 2016-2021	U4K	173	15,000	-			15,000
Community Found/Tate Found 6-30 2016-2021	U4K	173	15,000	-			15,000
Community Foundation 5/1/17 - 4/30/18	FE	506	22,915	(22,915)			-
Community Foundation 5/1/18 - 4/30/19	FE	506	42,500	(2,800)			39,700
Development	DEV	010	129,514	(129,514)			-
Emergency Funds	U4T	167	17,453	(17,453)			-
Emergency Funds	CWF	500	19,285	(19,285)			-
Humana 7/01/2017 - 6/30/2018	PB	542	43,073	(40,537)			2,536
JP Morgan Chase 7/01/17-6/30/18	CWF	507	50,153	(42,669)			7,485
JP Morgan Chase 7/01/17-6/30/18	CE	631	54,835	(37,768)			17,067
JPMorgan S&L-Miami 12/1/17 - 11/30/18	CE	633	131,210	(61,611)			69,599
Moran Foundation 1/01/17-12/31/17	CWF	503	23,752	2,072			25,824
Moran Foundation 1/01/18-12/31/18	CWF	503	350,000	(158,027)			191,973
NALEO Educational Found 7/01/17 - 6/03/18	CE	606	20,700	(15,591)			5,109
NCLR - Retail 6/01/17 - 3/31/18	CWF	508	15,740	(15,740)			-
NCLR - Rico 2/01/17 - 1/31/18	PB	537	5,299	(5,299)			-
Silicon Valley/NCLR	Advocacy	010	12,500	(10,417)			2,083
Target Foundation 9/1/17 - 8/31/18	U4K	181	82,748	(39,288)			43,460
Unidos-Comcast Dig. Innov 10/1/17 - 9/30/18	U4T	417	18,860	(18,860)			-
Unidos - Housing 10/1/17 - 9/30/17	FE	575	18,889	(18,889)			-
UnidosUS - STEAM 8/1/17 - 7/31/18	U4K	182	5,132	(2,192)			2,940
			1,272,228	(745,327)	-	-	526,901

Added in 2018							
CitiFoundation 4-2-18 - 5-30-19	CWF	509			250,000	(23,748)	226,252
CitiFoundation 4-2-19 - 5-30-20	CWF	509			250,000		250,000
Unidos - RICO 5-1-18 - 4-30-18	PB	537			75,000	(6,250)	68,750
					-	-	-
					-	-	-
					575,000	(29,998)	545,002

TOTAL

\$ 575,000 \$ (29,998) \$ 1,071,903

HISPANIC UNITY OF FLORIDA, INC.							
STATEMENT OF ACTIVITIES							
FOR FIVE MONTHS ENDING MAY 31, 2018							
	Month Actual	Month Projection	Over (Under)	Year to Date Actual	Year to Date Projection	Over (Under)	
Revenues							
Donations - UNR	\$ 28,019	\$ 34,166	(6,147)	\$ 111,389	\$ 170,842	(59,453)	Fidelity Charitable \$25K; Others \$3K
Donations - TR	173,300	51,094	122,206	760,245	550,470	209,775	Budget revision required due to new awards & award delays
Satisfaction of Restrictions	118,448	140,291	(21,843)	200,326	337,980	(137,654)	see above
Fundraising Events	0	7,083	(7,083)	40,000	35,419	4,581	
Grant Income	204,542	227,013	(22,471)	1,165,761	1,135,065	30,696	
Interest Income	25	15	10	143	75	68	
Rental Income	3,942	4,001	(59)	19,710	20,005	(295)	
Voluntary Pre-K	0	2,428	(2,428)	454	12,140	(11,686)	Offset by tuition collected - see below
Fees & Miscell Income	23,688	15,401	8,287	108,892	77,005	31,887	Civic \$6K; U4K \$19K; Dev \$6K
Total Revenues	551,964	481,492	70,472	2,406,920	2,339,001	67,919	
Expenses							
Salaries and benefits	349,210	370,477	(21,267)	1,728,692	1,865,401	(136,709)	Budget revision required due to new awards & award delays
Advertising	960	583	377	2,907	2,915	(8)	
Bank service charges	797	725	72	4,611	3,625	986	
Building repairs/maint	16,384	16,176	208	76,701	80,878	(4,177)	
Depreciation	9,967	9,966	1	49,826	49,832	(6)	
Dues Subscriptions	3,062	873	2,189	7,189	4,365	2,824	
Information Technology	3,723	3,183	540	17,857	15,916	1,941	
Insurance	4,207	4,382	(175)	20,697	21,911	(1,214)	
Interest expense	4,232	4,042	190	18,513	20,209	(1,696)	
Licenses and permits	0	63	(63)	203	315	(112)	
Mileage reimbursement	3,865	2,600	1,265	15,705	12,998	2,707	
Office expense	7,012	4,282	2,730	28,206	21,416	6,790	Support \$3.4K, Programs \$3.3K
Postage and shipping	671	569	102	3,517	2,845	672	
Printing	5,519	3,933	1,586	27,144	20,265	6,879	
Professional fees	13,552	10,678	2,874	82,319	53,390	28,929	Budget revision required due to new awards & award delays
Program expenses	30,661	27,767	2,894	199,805	162,938	36,867	Budget revision required due to new awards & award delays
Public relations	1,120	2,083	(963)	5,614	10,415	(4,801)	
Rent	1,134	2,034	(900)	7,669	14,244	(6,575)	
Software	228	417	(189)	1,564	2,085	(521)	
Special fundraising events	2,042	2,667	(625)	7,899	13,335	(5,436)	
Staff events/meetings	231	325	(94)	746	1,625	(879)	
Staff training and development	5,810	3,701	2,109	22,443	18,505	3,938	
Telephone	8,614	(2,057)	10,671	34,956	27,528	7,428	Budget revision required due to new awards & award delays
Utilities	4,897	3,773	1,124	20,702	18,865	1,837	
Total Expenses	477,898	473,242	4,656	2,385,485	2,445,821	(60,336)	
Increase (Decrease) in UNR Assets	\$ 74,066	\$ 8,250	65,816	\$ 21,435	(\$ 106,820)	128,255	
			Program	229,144			
			Support	(207,709)			
			Inc/(Dec)	21,435			

HISPANIC UNITY OF FLORIDA, INC.

FINANCIAL STATEMENTS

**FOR THE SIX MONTHS ENDED JUNE 30, 2018
(WITH COMPARATIVE TOTALS FOR THE YEAR ENDED DECEMBER 31, 2017)**

HISPANIC UNITY OF FLORIDA, INC.
STATEMENT OF FINANCIAL POSITION
FOR THE SIX MONTHS ENDED JUNE 30, 2018
(WITH COMPARATIVE TOTALS AS OF DECEMBER 31, 2017)

	<u>2018</u>	<u>2017</u>	
<u>ASSETS</u>			
Current Assets			
Cash	\$ 677,714	\$ 1,086,923	
Grants receivable	294,658	276,755	Schedule 1
Unconditional promises to give, net	544,083	311,104	Schedule 1
Prepaid expenses	<u>51,006</u>	<u>54,195</u>	
Total Current Assets	<u>1,567,461</u>	<u>1,728,977</u>	
Non-Current Assets			
Long term unconditional promises to give	29,285	29,285	Schedule 1
Property and equipment, net	1,440,738	1,464,107	
Deposits and Other Assets	<u>18,353</u>	<u>18,591</u>	
Total Non-Current Assets	<u>1,488,376</u>	<u>1,511,983</u>	
Total Assets	<u>\$ 3,055,837</u>	<u>\$ 3,240,960</u>	
<u>LIABILITIES AND NET ASSETS</u>			
Current Liabilities			
Accounts payable and accrued expenses	\$ 353,360	\$ 256,085	Schedule 2
Mortgages payable, current portion	40,753	40,753	
Lines of credit	<u>175,000</u>	<u>100,000</u>	
Total Current Liabilities	<u>569,113</u>	<u>396,838</u>	
Noncurrent Liabilities			
Mortgages payable, net of current portion	<u>694,445</u>	<u>714,605</u>	
Total Non-Current Liabilities	<u>694,445</u>	<u>714,605</u>	
Total Liabilities	<u>1,263,558</u>	<u>1,111,443</u>	
Net Assets			
Unrestricted	912,225	857,290	54,935
Temporarily restricted	<u>880,054</u>	<u>1,272,227</u>	(392,173)
Total Net Assets	<u>1,792,279</u>	<u>2,129,517</u>	(337,238)
Total Liabilities and Net Assets	<u>\$ 3,055,837</u>	<u>\$ 3,240,960</u>	

HISPANIC UNITY OF FLORIDA, INC.
STATEMENT OF ACTIVITIES
FOR THE SIX MONTHS ENDED JUNE 30, 2018
(WITH COMPARATIVE TOTALS FOR THE YEAR ENDED DECEMBER 31, 2017)

	2018			2017
	Unrestricted	Temporarily Restricted	Total	Total
Revenues and Other Support:				
Contributions	117,479	760,945	\$ 878,424	\$ 1,729,519
Special events	64,000	-	64,000	82,800
Grants from governmental agencies	1,300,820	-	1,300,820	2,453,208
Other grants and fees	152,200	-	152,200	253,405
Miscellaneous	-	143,351	143,351	277,833
Donations, in-kind	-	-	-	26,069
Net assets released from restrictions:				
Satisfaction of time restrictions	967,174	(967,174)	-	-
Satisfaction of program and purpose restrictions	<u>329,295</u>	<u>(329,295)</u>	<u>-</u>	<u>-</u>
 Total Revenues and Other Support	 <u>2,930,968</u>	 <u>(392,173)</u>	 <u>2,538,795</u>	 <u>4,822,834</u>
 Expenses (Direct - not Functional):				
Program services	2,269,376	-	2,269,376	5,047,026
Management and general	487,177	-	487,177	146,785
Fundraising	<u>119,480</u>	<u>-</u>	<u>119,480</u>	<u>43,158</u>
 Total Expenses	 <u>2,876,033</u>	 <u>-</u>	 <u>2,876,033</u>	 <u>5,236,969</u>
 Change in Net Assets	 54,935	 (392,173)	 (337,238)	 (414,135)
 Net Assets - Beginning of Year	 <u>857,290</u>	 <u>1,272,227</u>	 <u>2,129,517</u>	 <u>2,543,652</u>
Net Assets - End of Year	<u>\$ 912,225</u>	<u>\$ 880,054</u>	<u>\$ 1,792,279</u>	<u>\$ 2,129,517</u>

HISPANIC UNITY OF FLORIDA, INC.
STATEMENT OF CASH FLOWS
FOR THE SIX MONTHS ENDED JUNE 30, 2018
(WITH COMPARATIVE TOTALS FOR THE YEAR ENDED DECEMBER 31, 2017)

	<u>2018</u>	<u>2017</u>
Cash Flows from Operating Activities		
Increase (decrease) in net assets	\$ (337,238)	\$ (414,135)
Adjustments to reconcile increase (decrease) in net assets to cash provided by operating activities:		
Depreciation	59,789	117,666
Provision for uncollectible promises to give	(1,000)	-
Changes in assets and liabilities		
(Increase) decrease in grants receivable	(17,904)	(37,587)
(Increase) decrease in unconditional promises to give	(231,978)	506,366
(Increase) decrease in prepaid expenses	3,188	(9,428)
Increase (decrease) in accounts payable and accrued expenses	<u>97,275</u>	<u>(10,757)</u>
 Total adjustments	 <u>(90,630)</u>	 <u>566,260</u>
 Net Cash Provided by Operating Activities	 <u>(427,868)</u>	 <u>152,125</u>
 Cash Flows from Investing Activities		
Acquisition of property and equipment	<u>(36,181)</u>	<u>(115,385)</u>
 Net Cash (Used In) Investing Activities	 <u>(36,181)</u>	 <u>(115,385)</u>
 Cash Flows from Financing Activities		
Net Advance (Repayment) of line of credit	75,000	100,000
Payments on mortgage payable	<u>(20,160)</u>	<u>(38,645)</u>
 Net Cash Provided by Financing Activities	 <u>54,840</u>	 <u>61,355</u>
 Increase (decrease) in Cash	 (409,209)	 98,095
 Cash - Beginning of Year	 <u>1,086,923</u>	 <u>988,828</u>
 Cash - End of Year	 <u>\$ 677,714</u>	 <u>\$ 1,086,923</u>

Cash Detail

As of June 30, 2018

Unrestricted and Temporarily Restricted Cash:

Bank of America	Operating	7,914		
Bank of America	Payroll	1,901		
Petty Cash	Imprest	800		
Bank of America	Capital/Building	21,000		
Bank of America	Business Savings	<u>115,805</u>	147,420	Unrestricted
Bank of America	TR Funds	530,294	530,294	Temporarily Restricted
			<u>677,714</u>	Total Unrestricted and Temporarily Restricted Cash

Temporarily Restricted Funds Schedule

As of June 30, 2018

Awards Brought Forward to 2018	AREA	CC	December 31, 2017	Increase/ (Decrease)	Additions	Increase/ (Decrease)	June 30, 2018
BB&T 2016-2018 3 year pledge 2018	CE	156	25,000	(25,000)			-
Citi Comm Development 9/1/17 - 8/31/18	CE	632	95,408	(56,068)			39,340
CitiFoundation 5/1/17 - 4/30/18	VITA	316	42,260	(42,260)			-
Community Found/Tate Found 6-30 2016-2021	U4K	173	15,000	(15,000)			-
Community Found/Tate Found 6-30 2016-2021	U4K	173	15,000	-			15,000
Community Found/Tate Found 6-30 2016-2021	U4K	173	15,000	-			15,000
Community Foundation 5/1/17 - 4/30/18	FE	506	22,915	(22,915)			-
Community Foundation 5/1/18 - 4/30/19	FE	506	42,500	(7,286)			35,214
Development	DEV	10	129,514	(129,514)			-
Emergency Funds	U4T	167	17,453	(17,453)			-
Emergency Funds	CWF	500	19,285	(19,285)			-
Humana 7/01/2017 - 6/30/2018	PB	542	43,073	(43,073)			-
JP Morgan Chase 7/01/17-6/30/18	CWF	507	50,153	(50,153)			-
JP Morgan Chase 7/01/17-6/30/18	CE	631	54,835	(54,835)			-
JPMorgan S&L-Miami 12/1/17 - 11/30/18	CE	633	131,210	(73,899)			57,311
Moran Foundation 1/01/17-12/31/17	CWF	503	23,752	2,073			25,825
Moran Foundation 1/01/18-12/31/18	CWF	503	350,000	(209,672)			140,328
NALEO Educational Found 7/01/17 - 6/03/18	CE	606	20,700	(20,700)			-
NCLR - Retail 6/01/17 - 3/31/18	CWF	508	15,740	(15,740)			-
NCLR - Rico 2/01/17 - 1/31/18	PB	537	5,299	(5,299)			-
Silicon Valley/NCLR	Advocacy	10	12,500	(12,500)			-
Target Foundation 9/1/17 - 8/31/18	U4K	181	82,748	(55,319)			27,429
Unidos-Comcast Dig. Innov 10/1/17 - 9/30/18	U4T	417	18,860	(18,860)			-
Unidos - Housing 10/1/17 - 9/30/17	FE	575	18,889	(18,889)			-
UnidosUS - STEAM 8/1/17 - 7/31/18	U4K	182	5,132	(3,592)			1,540
			1,272,228	(915,240)	-	-	356,988

Added in 2018							
CitiFoundation 4-2-18 - 5-30-19	CWF	509			250,000	(41,268)	208,732
CitiFoundation 4-2-19 - 5-30-20	CWF	509			250,000		250,000
Unidos - RICO 5-1-18 - 4-30-18	PB	537			75,000	(10,666)	64,334
					-	-	-
					-	-	-
					575,000	(51,934)	523,065.75

TOTAL \$ 1,272,228 \$ (915,240) \$ 575,000 \$ (51,934) \$ 880,054

Satisfaction of Time Restrictions (967,174.50)

HISPANIC UNITY OF FLORIDA, INC.
STATEMENT OF ACTIVITIES - TOTAL
FOR SIX MONTHS ENDING JUNE 30, 2018

	Month Actual	Month Projection	Over (Under)	Year to Date Actual	Year to Date Projection	Over (Under)	
Revenues							Enterprise Holdings \$3.5K; Others \$2.5K
Donations - UNR	\$ 6,089	\$ 34,166	(28,077)	\$ 117,479	\$ 205,008	(87,529)	Capital One \$25K
Donations - TR	25,200	612,094	(586,894)	760,945	1,162,564	(401,619)	Budget revision required due to new awards & award delays
Satisfaction of Restrictions	191,848	(445,711)	637,559	392,173	(107,731)	499,904	see above
Fundraising Events	24,000	7,083	16,917	64,000	42,502	21,498	ES 2018 Contributions
Grant Income	257,258	227,013	30,245	1,453,020	1,362,078	90,942	
Interest Income	23	15	8	166	90	76	
Rental Income	4,060	4,001	59	23,770	24,006	(236)	
Voluntary Pre-K	0	2,428	(2,428)	454	14,568	(14,114)	Offset by tuition collected - see below
Fees & Miscell Income	10,069	15,401	(5,332)	118,961	92,406	26,555	Edu1\$16K; CES\$4K; Dev \$6K
Total Revenues	518,547	456,490	62,057	2,930,968	2,795,491	135,477	
Expenses							Budget revision required due to new awards & award delays
Salaries and benefits	356,978	370,459	(13,481)	2,085,662	2,235,860	(150,198)	
Advertising	640	583	57	3,547	3,498	49	
Bank service charges	1,278	725	553	5,888	4,350	1,538	
Building repairs/maint	16,422	16,176	246	93,123	97,053	(3,930)	
Depreciation	9,967	9,966	1	59,789	59,798	(9)	
Dues Subscriptions	464	873	(409)	7,653	5,238	2,415	
Information Technology	3,644	3,183	461	21,499	19,099	2,400	
Insurance	4,150	4,382	(232)	24,849	26,293	(1,444)	
Interest expense	4,202	4,042	160	22,714	24,251	(1,537)	
Licenses and permits	0	63	(63)	203	378	(175)	
Mileage reimbursement	2,710	2,600	110	18,414	15,598	2,816	
Office expense	5,370	4,284	1,086	33,595	25,701	7,894	Support \$3.8K, Programs \$4K
Postage and shipping	508	569	(61)	4,021	3,414	607	
Printing	4,378	3,933	445	31,519	24,198	7,321	
Professional fees	15,219	10,678	4,541	97,538	64,068	33,470	Budget revision required due to new awards & award delays
Program expenses	44,771	24,293	20,478	244,575	187,231	57,344	Budget revision required due to new awards & award delays
Public relations	870	2,083	(1,213)	6,484	12,498	(6,014)	
Rent	1,127	2,034	(907)	8,798	16,278	(7,480)	
Software	186	417	(231)	1,749	2,502	(753)	
Special fundraising events	(200)	2,667	(2,867)	7,699	16,002	(8,303)	
Staff events/meetings	337	325	12	1,082	1,950	(868)	
Staff training and development	5,732	3,701	2,031	28,176	22,206	5,970	
Telephone	6,794	5,505	1,289	41,749	33,032	8,717	Budget revision required due to new awards
Utilities	4,817	3,773	1,044	25,707	22,638	3,069	
Total Expenses	490,364	477,314	13,050	2,876,033	2,923,134	(47,101)	
Increase (Decrease) in UNR Assets	\$ 28,183 (\$ 20,824)		49,007	\$ 54,935 (\$ 127,643)		182,578	

Program	306,213
Support	(251,278)
Inc/(Dec)	54,935



**Governance Committee Meeting Minutes
August 3, 2018**

Present:

Conference Call In:

**Steve Sampier, Josie Bacallao, Felina Rosales-Furer,
Chuck Tatelbaum, Angie Stone, Christina Paradowski,
Barbara Grevior, Melida Akiti**

Excused:

Maria Elena Ferrer, Shani Wilson

Next Steps/Action Items:

1. Steve Sampier has asked Christina Paradowski to review the bylaws one more time.
2. Steve Sampier is going to reach out to Filemon Lopez and Monica Torres, to start the process of screening them for potential board membership.
3. Christina Paradowski is working on hosting a Young Professionals mingle event in September – she will send information on the plan and dates to Josie.

Discussions:

1. Approval of June 2018 minutes
Motion: Angie Stone. Seconded by: Christina Paradowski.
2. Comments from the Chair. Steve Sampier will have Christina Paradowski review the bylaws once again – without the Vice-Chair position and move forward in creating an officer slate in September to present to the board in October. Melida Akiti suggested the committee confirm if the Chair and Chair Elect will serve a second term. Steve indicated that this was important to determine as the committee crafts the 2019 slate of officers in September.
3. Board Recruitment Candidates. Reviewed the one-page document created by Hector Lima at a meeting with Steve Sampier and Josie Bacallao. Steve indicated that the entire board needs to recruit more board members. This will be an 18 month plan with clear targets. (See attachment for specific details) Hector Lima will be presenting at September board meeting. How will we operationalize this? What are the tools we need to turn into action? We want to make sure board members know how to identify, get contact info (fill out form), invite them to a tour, a call by CEO, then the Chair would call to invite, then recruiter closes the deal and then committee recommends to board.

Josie Bacallao will add link on website for ease to invite new candidates to a POE.

4. Board Committee Candidates
 - a. Consider George M. Mihaiu for board membership: Original recommendation from Chuck Tatelbaum. At one point he was on our Marketing Committee but the time conflicted with his business schedule. He is very involved in Fort Lauderdale which would be great for introductions. Angie and Steve both recently had lunch with George. He is very interested to get involved and was extremely engaged. Angie sees him as a great fit for the board. Chuck says he is very connected in Fort Lauderdale and media savvy. Josie mentioned George meets our values and has agreed to meet with her once a month.

Motion to approve George M. Mihaiu to the board by Barbara Grevior and a second provided by Angie Stone. Motion passed.

- b. Review of Prospects: Nothing to report from the committee members. The committee was reminded that Filemon Lopez and Monica Torres are critical to move on next as we have been cultivating them for a while.



5. Status of Young Professionals (Christina Paradowski). Working with another organization to host a mixer in September to introduce people to HUF. Emerge Broward is ramping up again and Christina will attend August's event to recruit.
6. Other Business---Maria Elena Ferrer was unable to attend the meeting.

Chuck reminded the committee, we only have about a week left before we have to notice for the bylaws in regards to the 30 days prior to vote.

Next Meeting:
Friday, Sept 7th. 2018 @9am



**Public Policy & Advocacy Committee Meeting Minutes
August 10, 2018-Conference Call Meeting**

Present:

Josie Bacallao, Victoria Pinilla, Dan Schevis, Heather Davidson, Robert Holroyd and Dr. Rolando Garcia, Carolina Cardozo, Commissioner Dick Blattner

Excused:

Sister Maria Elena, & John Hart, Felina Rosales-Furer

Next Steps/Action Items:

- Josie to schedule interviews with prospective PP&A candidates with the intent to hire by November 2018.
- Team to promote and prepare for Saturday, November 3 Legal Clinic at HUF.

Discussions

1. June 2018 Minutes

Motion: Dan Schevis Second: Dr. Rolando Garcia

2. **2019 VITA Champions** Letters sent to previous VITA Champions inviting to be champions again and to come to HUF for a tour. Also sent to NEW potential Champions. Felina taking the lead on making calls and securing.
3. **Democracy Project** – Being implemented at Dillard High to be expanded to HUF with voter registration by select staff members. Goal 500 new voter registrations by Oct. 2018.
4. **2018 Ballot Voter Education** in partnership with LWV – Having a “live event” is on hold for now until – and IF – HUF finds partner to handle logistics. In this scenario, HUF would market the event. No capacity at HUF to coordinate another event at this time. HUF will add LWV information to its website along with other voter information.
5. **Children of Immigrant Families** – HUF reviving group due to numerous requests and need. HUF inviting representatives from 30+ organizations. Adonia Simpson from Americans for Immigrant Justice, Randy McGrorty from Catholic Charities Legal Services and Andrea Montavon McKillip from Legal Aid & Service of Broward County will lead the information session on the numerous changes to immigration law since the new administration. This will be a two-part session with the second session planned for November. The group will brainstorm and create a plan on how to educate and prepare the broader community for the upcoming changes that are anticipated and/or planned.
6. **Public Policy & Advocacy Fellow** – Josie reached out to FIU’s Public Policy Fellowship department. They have agreed to partner with HUF and post the HUF PP&A job description. In exchange, they would like Josie to make quarterly presentations to their fellows about HUF’s work and be part of their expanded fellowship program which will officially kick off in 2019. The fellowship position will start in Nov 2018 and run through May 2019 for 30 months. The fellow will work 10-15 hours as that is all the budget will allow at this time.
7. HUF (Josie Bacallao) will participate in the following meetings:
 - Holy Cross – Volunteer Nurses Presentation – HUF, AI Justice & Clinica Luz del Mundo, Thurs, Aug 9
 - Election Reform Meeting at Hiram Montero’s office, Mon, Aug. 13 www.floridaelectoralreform.org
 - Candidate Forum – Wed, Aug 15 – CSC’s Event – Hosted at HUF (**CANCELLED**)
 - Catholic Charities – Legal Orientations for Custodians of Minors (2nd one) @ HUF on Sat, Aug 18
8. **Discuss 2019 Policy Agenda.** HUF will not have on agenda until November.
9. **Upcoming Legal Clinic at HUF** – Saturday, Nov 3 from 8a-3pm

Friday, November 9 @9am.



Marketing Committee Meeting Minutes June 6, 2018

Present: (In person) Mari Naranjo, Shani Wilson, Felina Rosales-Furer, Denisse Barrios, Maguana Jean, Nicole Alameda, Lucia Rodriguez and Monica Torres (on the phone)

Excused: Michael Farver, Maria Alexandra Sanchez, Josie Bacallao, Mindy Figueroa and Becky Leung

Next Steps/Action Items:

1. Mari Naranjo to design suggested prototypes of the PEACE LOVE HUF t-shirts.
2. Mari Naranjo and Shani to discuss with Angie Stone & Christina Paradowski about Young Professionals.
3. Lucia Rodriguez and Mari Naranjo to present Marketing Communications draft template at next meeting.

Discussions

4. Approval of May 2018 Minutes

Motion: Lucia Rodriguez. Second: Maguana Jean. Motion passed.

5. Printed t-shirts: PEACE. LOVE. HUF. Mari Naranjo shared a prototype of the shirt and gave background of the brand. Unisex cotton shirt. The committee discussed adding color to the HUF logo in the front. Removing the logo in the back. Mari will need to design prototypes. Possibly add "I AM" on top of the logo elements.

Possible uses include:

- a. Fundraise for program support or use an incentive to secure Circle of Friends. To use for Citizenship to bring recognition to Miami-Dade. Add a shop feature on the HUF website. It was suggested to sell them for \$50, our price is \$20. Make it a limited time campaign to create urgency. The shirt is currently in a V neck style but can also be a scoop neck.
OR
- b. Brainstorm on distribution/promotion. Shani doesn't think it's an appropriate gift for the Circle of Friends but more for a Young Professional Group incentive that's starting up in September. Lucia mentioned we don't want to de-value the shirt by giving it away, keep the value by making people pay for it. Denisse suggested maybe asking Peace Love World to feature HUF on their Instagram on a special day surrounded around Citizenship, etc. Bring awareness to the issue and raise money, Monica shared 4Ocean bracelet campaign. Mari and Shani will talk with Angie Stone & Christina Paradowski about Young Professionals. What are the metrics of success? Most likely, an online campaign but looking to the fall months.

6. **Discuss Marketing Plan Development.** Lucia Rodriguez said we should focus on the development of this plan. What format that would be most effective? This will complete the work from the two workshops we had earlier this year. Mari shared there will be no CRM work done until 2019. Perhaps work on Social Media engagement first. Monica suggested developing a Content Development strategy (hot new topic) and have objectives around that goal. Relevant development of content as one of our objectives. Then we can dedicate resources to obtain the goal by content area. Helps to get people's attention and copyrighting is key too. Monica has a wide frame (template) for content development. In September there is a Marketing board report due.

7. Next meeting and other topics discussed

Regroup the meeting on July the 3rd - Cancel the August meeting. More discussion on social media platforms, t-shirts and content development. Maguana Jean suggested to add a "call to action" on Twitter.

Next Meeting:

Tuesday, July 3, 2018 @ 8:30am



Marketing Committee Meeting Minutes

July 3, 2018

Present: (In person) Lucia Rodriguez, Josie Bacallao, Mari Naranjo, , Felina Rosales-Furer, Mindy Figueroa, Monica Torres, David Arce and Maguana Jean

Excused: Shani Wilson, Maria Alexandra Sanchez, and Becky Leung

Action Items:

1. Josie Bacallao asked that Mari Naranjo meet with Mindy Figueroa so we can use this campaign to raise money with the Peace. Love. HUF t-shirts .
Update: HUF applied for a grant that would raise funds for HUF's citizenship campaign using the shirts as a gift for \$50.00 donations to the program.
2. Monica Torres and Mari Naranjo will meet in regards to content blueprint outline so they can present to the committee at the September meeting. Need to focus on 3-5 strong stories a very simple context message.

Meeting Notes:

1. Approval of June 2018 Minutes

Lucia Rodriguez moved to approve the May minutes. Maguana Jean seconds that motion.

2. Peace. Love. HUF shirts.

The sample with three colors of HUF logo without heart is the prototype most likely to go to print. The hashtag would be on the sleeve. Also adding the HUF logo on the back. Lucia shared how this is a great "walking marketing tool" to expose HUF. Josie Bacallao asked that Mari Naranjo meet with Mindy Figueroa so we can use this campaign to raise money. We don't want to launch without having a clear plan of action in place. Need to find the right channels to seek out the younger female population who we believe will be our target market. Idea will be to sell them online and sell them at a \$50 price point. Mindy Figueroa suggests that we collect 20 people (key movers shakers) in community and do a photo shoot and why they support HUF. Humanize and personalize the brand, showcase it on social media. Structure the postings and context we want to campaign.

Update: HUF applied for a grant that would raise funds for HUF's citizenship campaign using the shirts as a gift for \$50.00 donations to the program.

3. Marketing/Communications Plan Template (draft presented by Lucia Rodriguez & Mari Naranjo)

Highlights from the plan, the overarching plan for the components. Basic summary will be created after the outline is completed. A template was emailed to the committee. The objectives used are what came out of the past workshops earlier this year. David Arce suggests the plan be very detailed so there is no confusion. He suggested we merge the mission and values. Timeline is important that we follow it to stay on course. David will put together a full outline for the committee review. Mindy reminded us that the substance of the plan is the most important aspect because from there the details will be ironed out from there. Lucia Rodriguez said the timeline will be set for 2019 and objectives will change as Josie reminded some of those pieces have started. What are the overarching objectives of the marketing plan? Mindy asked if we are trying to copy VITA, an awareness campaign and then fundraising to reach the overall objective. Since it has been successful. Mari believes we need more of a communications approach. We currently have marketing plans but what we don't have is name and brand



recognition and we may want a communication plan shift. It's what we really need to engage with new funders, government affairs. We need the ingredients we have the recipe. We can move forward with a communications plan without a budget. Channels we can use without funding. Hone in on raising HUF brand in Dade & Broward in the channels we can control. We need resources for the communications plan, pro bono marketing firms, etc. **We need to develop story content** Monica Torres reminds the committee. Goals are measurable, what would success look like if we have brand awareness? Create a resource checklist of what we need. Piggy back on VITA campaign which we pay for and sharing with Marketing companies we need "this" but are a 501 ©3. We may need to take a step back that this plan is 2-3 overview verse 1-2 year goals, especially since late 2019 we will start process of having a CRM. (2019-2021). Josie reminded we need to look at metrics.

Lucia would like to get together with Mari once again before end of July to have more clarity and defined outline. Monica and Mari will meet in regards to content blueprint outline so they can present to the committee at the September meeting. We need to focus on 3-5 strong stories a very simple message. Keeping the "American Dream" Alive!

Next Meeting:

Updated: Wednesday, November 7, 2018 @ 8:30am



Report Card: **Board** Date: August 2018 (Jan-August)

Board & Fund Development Activity	Total/Activities to Date
1. Personal Gift (self or employer) of \$1,000.00 per calendar year	11 of 14 have made annual gifts Three outstanding gifts -- all in process
2. Secure a gift of \$2,500 from annual donation(s) or sponsorship(s) .	Fundraising: \$2,500 (3) - goal of \$40,000 \$6,000 as of Aug 31, 2018 (\$32K from goal)
3. Personally attend one Empowerment Tour per year. (Calendar and registration available online after launch of new website.	<ul style="list-style-type: none"> • Angie Stone • Al Quintana • John Guerrero • Lucia Rodriguez (2)
4. Mission-Immersion: In-depth HUF program tour during first/1 year term. If re-elected, once during second/2-year term and once during third/three year term. (3 times total)	<ul style="list-style-type: none"> • Dan Herz • Daphne Maingot • Carolina Cardozo • Dr. Rolando Garcia • Emma Pfister: Immigration Clinic (June) • Lucia Rodriguez: Unity 4Teens (June) • Lucia Rodriguez: Unity 4 Kids Graduation (June) • Angie Stone: Citizenship (July) • Willy Gomez: CWF (July) • Steve Sampier: CWF (July) • John Guerrero: FSP (August) • Dan Schevis: Citizenship (August) <p>Only three have not attended.</p> <p>Great job!</p>
5. Make Stewardship phone calls to HUF donors – within 48 hours – of HUF receiving the gift. And communicate back to HUF on the call, hand-written note or email.	<ul style="list-style-type: none"> • January – Dan Herz, Angie Stone & Steve Sampier • February – Dr. Rolando Garcia & Dan Schevis • March- Carolina Cardozo & Hector Lima



	<ul style="list-style-type: none"> • April - Al Quintana & Christina Paradowski • May – Lucia Rodriguez & Emma Pfister • June – Willy Gomez • July – Carolina Cardozo & Angie Stone • August – John Guerrero & Charles Tatelbaum
<p>6. Introduce two individuals to HUF annually - invite to Empowerment Tour, meeting, breakfast, lunch or HUF Event. (Total 2 new introductions per year.)</p>	<ul style="list-style-type: none"> • Willy Gomez – Introduced Maguana Jean (now on marketing committee) • Angie Stone – Introduced four Citrix staffers – returning in May for volunteer effort • Daphne Maingot – Introduced Crowe leader – coming to tour in May • John Guerrero – Four individuals during May Open House • Al Quintana – One individual during May Open House • Lucia Rodriguez – Database Analyst at Comcast <p>Emeritus</p> <ul style="list-style-type: none"> • Dorn – new donor doing POE in May
<p>7. HUF Advocate: Reach out to elected officials on behalf of HUF and issues important to the agency’s clients.</p>	<ul style="list-style-type: none"> • Chuck Tatelbaum – Introduced new FTL Commissioner and setting up meeting in May • Dan Schevis – Calls to elected officials on advocacy issues
<p>8. HUF Ambassador: Support HUF sponsored activities to provide “face” for HUF. Commit to attend <i>at minimum</i> two HUF activities annually.</p>	<ul style="list-style-type: none"> • Lucia Rodriguez attended BB&T Strategic Planning Session • May Open House: Chuck Tatelbaum, Willy Gomez, Steve Sampier, John Guerrero, Christina Paradowski, Angie Stone ,Al



	Quintana
<p>9. Individual Board Member Goal(s):</p> <p><i>Options:</i></p> <ul style="list-style-type: none"> a) Join VP Development or CEO on donor/funder call b) Host a small event at your home /friend-raising c) Bring in-kind donation (office supplies, marketing services (design, PR, video production), advertising, event tickets for clients/staff, gifts for funders) d) Promote agency regularly on social media e) Other _____ 	<ul style="list-style-type: none"> • Steve Sampier – New Board Member Orientation; Interviews with all perspective board members; Assist with Strategic Planning process; Chair two committees (Governance & Program) • Chuck Tatelbaum Joined two major funder meetings – CITI and Humana • Chuck Tatelbaum – Hosted Circle of Friends event at home; Invited JB to NSU Ambassador breakfast (need to send new dates) • John Guerrero – Hosted HUF board meeting; Assisting HUF and UnidosUS with recruitment of Parkland activist for July 2018 Unidos Conference • Dr. Garcia – Hosted HUF board meeting & program task force meeting • Carolina Cardozo – Attended Circle of Friends thank you event • Willy Gomez & Dan Herz Attended Circle of Friends thank you event • John Guerrero – asked in securing JM Gallant Lady for February 2019 Circle of Friends Thank You event

Vote taken on July 3, 2018

Electronic Vote Recap: Approval of Y Lease without the original requested revisions suggested by Tripp Scott.

Approved by all - total of eight (8) - committee members

✉ Yes & Move by Emma Pfister	7/3/2018 3:57 PM	Outlook Item
✉ Yes, Daphne Maingot	7/3/2018 3:57 PM	Outlook Item
✉ Yes. Arnold	7/5/2018 8:37 AM	Outlook Item
✉ Yes. George Sanchez	7/3/2018 4:01 PM	Outlook Item
✉ Yes. Lazaro Gutierrez	7/3/2018 4:46 PM	Outlook Item
✉ Yes. Nydia Menendez	7/3/2018 3:57 PM	Outlook Item
✉ Yes. Rodney Bacher	7/3/2018 3:57 PM	Outlook Item
✉ Yes. Tracy Saunders	7/3/2018 4:55 PM	Outlook Item

From: Emma Pfister [mailto:EPfister@templetonco.com]

Sent: Tuesday, July 03, 2018 2:47 PM

To: Arnold Nazur (anazur@nazurcpa.com); dmaingot@amsinet.com; George Sanchez (george.sanchez@baml.com); Lazaro Gutierrez (lgutierrez@mbafcpa.com); Nydia Menendez (E-mail) (nydia@menendezlawfirm.com); Rodney Bacher (rbacher@wsvn.com); Tracy Saunders; Felina Furer; Felipe Pinzon; Sri Valluri

Cc: Charles Tatelbaum; Josie Bacallao; Virginia Cielo-Basurto

Subject: FW: DRAFT - YWCA Lease - Miami Office

Hello Finance Committee Members,

As you know HUF in the process of securing leased space within the YWCA facility in downtown Miami. We as the finance committee voted that the lease be approved subject to the revisions that Tripp Scott proposed. As you can see from the email below from Virginia, the YWCA is unable to make the changes we proposed. As a result, we need to decide to move forward with the lease as is without the proposed revisions. I have read over all of the comments below and have gone back to the lease agreement and feel that we can confidently make the business decision to vote to approve the lease. Of the three proposed revisions the only one that really gave us exposure was number 3 and that can be cured with the insurance coverage that HUF presently has. It will even purchase an additional amount for this location.

As a result, I move that we recommend that the lease with the YWCA be signed as is (attached) without the proposed revisions.

Do I have a second? (Please copy everyone).

Thank you,

Emma

Emma J. Pfister, CPA
Tax Partner
Templeton & Co.

Hispanic Unity of Florida

Vote on July 4-11, 2018

YMCA Lease

BOARD MEMBER	YES	NO	Abstain
AKITI, Melida	Yes		
CARDOZO, Carolina	Yes		
GARCIA, Rolando, Ph.D.			Abstain
GOMEZ, Guillermo (Willy)	Yes		
GUERRERO, John	Yes		
HERZ, Daniel	Yes		
LIMA, Hector	Yes		
MAINGOT, Daphne	Yes		
PARADOWSKI, Christina	Yes		
PFISTER, Emma	Yes		
RODRIGUEZ, Lucia	Yes		
SAMPIER, Steve	Yes		
SCHEVIS, Dan	Yes		
STONE, Angie	Yes		
TATELBAUM, Charles (Chuck)	Yes		
Total	14 out of 15		

Final Lease for Gulfstream Lease

BOARD MEMBER	YES	NO
AKITI, Melida	Yes	
CARDOZO, Carolina	Yes	
GARCIA, Rolando, Ph.D.	Yes	
GOMEZ, Guillermo (Willy)	Yes	
GUERRERO, John	Yes	
HERZ, Daniel	Yes	
LIMA, Hector	Yes	
MAINGOT, Daphne	Yes	
PARADOWSKI, Christina	Yes	
PFISTER, Emma	Yes	
RODRIGUEZ, Lucia	Yes	
SAMPIER, Steve	Yes	
SCHEVIS, Dan	Yes	
STONE, Angie	Yes	
TATELBAUM, Charles (Chuck)	Yes	
Total	15 out of 15	

Policy P509

BOARD MEMBER	YES	NO
AKITI, Melida	Yes	
CARDOZO, Carolina	Yes	
GARCIA, Rolando, Ph.D.	Yes	
GOMEZ, Guillermo (Willy)	Yes	
GUERRERO, John	Yes	
HERZ, Daniel	Yes	
LIMA, Hector	Yes	
MAINGOT, Daphne	Yes	
PARADOWSKI, Christina	Yes	
PFISTER, Emma	Yes	
RODRIGUEZ, Lucia	Yes	
SAMPIER, Steve	Yes	
SCHEVIS, Dan	Yes	
STONE, Angie	Yes	
TATELBAUM, Charles (Chuck)	Yes	
Total	15 out of 15	

Vote taken on July 26-27, 2018

Electronic Vote Recap: Approval of Gulfstream Lease without the original requested revisions suggested by Tripp Scott.

Approved by seven out of the (8) - committee members

✉ Yes - Arnold Gulfstream Lease	7/27/2018 4:47 AM	Outlook Item
✉ Yes - Daphne - Gulfstream Lease	7/27/2018 4:48 AM	Outlook Item
✉ Yes - Emma Gulfstream Lease	7/27/2018 4:47 AM	Outlook Item
✉ Yes - Jorge Gulfstream Lease	7/27/2018 4:47 AM	Outlook Item
✉ Yes - LG - Gulfstream Lease	7/27/2018 4:47 AM	Outlook Item
✉ Yes - Rodney Gulfstream Lease	7/27/2018 4:48 AM	Outlook Item
✉ Yes - Tracy Gulfstream Lease	7/27/2018 4:48 AM	Outlook Item

From: Emma Pfister [mailto:EPfister@templetonco.com]
Sent: Thursday, July 26, 2018 8:20 AM
To: Arnold Nazur (anazur@nazurcpa.com); Nydia Menendez (E-mail) (nydia@menendezlawfirm.com); Rodney Bacher; Tracy Saunders; Lazaro Gutierrez (lgutierrez@mbafcpa.com); dmaingot@amsinet.com; George Sanchez (george.sanchez@baml.com); Felina Furer; Felipe Pinzon; Sri Valluri
Cc: Charles Tatelbaum; Virginia Cielo-Basurto; Josie Bacallao
Subject: FW: Gulfstream Lease

Good morning Finance Committee Members,

Please see email from Virginia below as well as the attached lease. As we discussed in our last committee meeting HUF is moving forward with the leasing of the facility at Gulfstream Early Learning Center. This is owned by the School Board of Broward County (SBBC) and that is who we will be leasing the facilities from. The lease is for a three year period commencing on August 7, 2018 and running through August 6, 2021. We then have the option of renewing. The cost of the lease is \$12,150.32 annually (\$1012.53 per month). HUF will then provide services to the students in this program that will make up the difference between the small cost that we are being charged and the fair market value of this lease.

We are covered by the insurance that the lessor provides and will provide documentation of that to SBBC prior to the lease as per their terms.

I am asking for a vote from the finance committee members to approve this lease as presented. Once we have a majority, Chuck will send this out to the entire board for a vote.

Please reply all with your vote.

Since time is of the essence, I ask that you please answer as soon as possible.

Thanks again for all you do for HUF!!

Emma

Hispanic Unity of Florida

Final Lease for Gulfstream Space for HUF Staff

Vote on July 26-27, 2018

BOARD MEMBER	YES	NO
AKITI, Melida	Yes	
CARDOZO, Carolina	Yes	
GARCIA, Rolando, Ph.D.	Yes	
GOMEZ, Guillermo (Willy)	Yes	
GUERRERO, John	Yes	
HERZ, Daniel		
LIMA, Hector	Yes	
MAINGOT, Daphne		
PARADOWSKI, Christina	Yes	
PFISTER, Emma	Yes	
RODRIGUEZ, Lucia	Yes	
SAMPIER, Steve	Yes	
SCHEVIS, Dan	Yes	
STONE, Angie	Yes	
TATELBAUM, Charles (Chuck)	Yes	
Total	13 out of 15	

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Tripp Scott, P.A.

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Comcast

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Broward College

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Daniel Herz
DFH Business Consultants Inc.

Hector Lima
Citrix

Daphne Maingot
Community Volunteer

Steve Sampier
Community Volunteer

Angie Stone
Citrix

Daniel Schevis
Community Volunteer

LEGAL COUNSEL

Catalina Avalos
Tripp Scott, P.A.

July 31, 2018

The Honorable Rick Scott
Governor of Florida
The Capitol
400 S. Monroe St.
Tallahassee, FL 32399-0001

Dear Governor Scott:

We are writing to you because we know you understand how important education is to our state and our country's future. It ranks as one of the top issues for Florida voters, in particular swing voters.

Our organization, Hispanic Unity of Florida, Inc. (HUF), has guided new Americans in fulfilling their American dream for more than 36 years. Our clients achieve financial security, become civically engaged and their children successful in school. We work with 18,000 individuals annually. Our work is focused in three primary areas: education, economic development and civic engagement.

Among our 12 programs (and 30+ services) is our nationally accredited, 5-Star early learning and VPK center called Unity 4Kids. As a not-for-profit which provides high-quality, accredited and certified early learning programs, we are deeply concerned the current Kindergarten Entry Assessment (KEA) System.

We are in full agreement with the attached position statement by the Florida Association for the Education of Young Children.

And, we urge you to join us in supporting these requested solutions/actions:

- Develop a plan to implement the Grade Level Success Committee's recommendations to ensure a coordinated early childhood assessment system.
- Develop a realistic schedule and timeline for implementation.
- Discontinue publishing readiness rates based on the KEA system and use the results from the KEA to inform kindergarten instruction to avoid harmful and unintended consequences for young children.

Should you wish to learn more about this critically important issue which impacts hundreds of small business owners and nonprofits such as ours, it would be our pleasure to assemble a group of early learning leaders to discuss this with you.

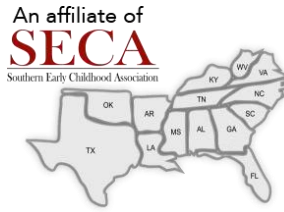
Regards,



Ms. Josie Bacallao, President/CEO
Hispanic Unity of Florida
JBacallao@HispanicUnity.org
954-683-2028 (mobile)



Florida Association for the
Education of Young Children



An Affiliate
of **naeyc**

POSITION STATEMENT

SUBJECT: Kindergarten Entry Assessment (KEA) System

PROBLEM: Children entering kindergarten in 2017 were assessed using the Star Early Literacy Assessment that was administered using computer technology. This Kindergarten Entry Assessment (KEA) was disconnected from the VPK assessment system. While both tools measure literacy and numeracy, they are not the same which means that teachers and administrators lose the ability to measure learning gains over time. The results of KEA scores were published and used to provide a “readiness rate” for VPK providers. The KEA was not administered consistently in all schools, as anecdotally reported by kindergarten teachers in several school districts.

The assessment literature is replete with guidance and examples of best practice. Florida’s KEA system is inconsistent with developmentally-appropriate practice for young children according to the literature. Further, the implication of publishing KEA scores has already resulted in VPK providers acquiring computers with plans to expand the use of screen-time to “teach to the test.” This practice would be counter to recommendations from the American Academy of Pediatrics¹ and the National Association for the Education of Young Children² and could have detrimental effects, particularly with the most vulnerable children.

There are several problems related to this Kindergarten Entry Assessment System as follows:

- The KEA was administered using technology (computer and a mouse, tablets, etc.) which is not developmentally-appropriate and unfamiliar for many children.
- The KEA is typically administered three months after the VPK year ends. This is problematic as summer regression for children’s retention of learning is well-documented in the literature.
- The KEA is an inaccurate measure of children’s learning gains for their VPK experience.
- The KEA should be a measure of children’s current knowledge for instructional purposes. Using the KEA scores as a measure of VPK provider performance is an inappropriate use of the assessment, as noted by many experts in the field.
- The scores are inconsistent with other quality measures of VPK providers, e.g. NAEYC and APPLE accreditation, both of which are holistic in approach addressing process and structural indicators of quality.

BACKGROUND: The 2017 Legislature session created the Florida Committee for Grade Level Success. This 17-member committee was charged with developing a series of recommendations to guide the development of a

¹ American Academy of Pediatrics, downloaded from: <https://www.aap.org/en-us/about-the-aap/aap-press-room/Pages/American-Academy-of-Pediatrics-Announces-New-Recommendations-for-Childrens-Media-Use.aspx>.

² NAEYC Position Statement, downloaded from: https://www.naeyc.org/sites/default/files/globally-shared/downloads/PDFs/resources/topics/PS_technology_WEB.pdf.

³ Committee for Early Grade Success: Recommendations for a Coordinated Early Childhood Assessment System in Florida, December 1, 2017. University of Florida, Lastinger Center.

coordinated early childhood assessment system for publicly-funded programs. The Committee developed a set of recommendations that, if implemented, would address the concerns noted in this paper as follows:³

- Maintain the screening requirement that all children who participate in the School Readiness program be screened annually and within 45 days of enrollment. Typically, this screening will fall within the child's birth month. This is to assess development and identify what, if any, issues may require further attention to identify and treat special needs.
- Procure an observation-based assessment for children birth through age five that will be used among School Readiness and VPK participants. This tool will be used to measure growth in specific areas of development by age and used to inform individualized care and instruction.
- Use the same direct assessment tool(s) and processes at the beginning and end of VPK and upon kindergarten entry. The tool(s) will be used to measure child growth and inform individualized care and instruction. These results also will help inform accountability and program effectiveness.
- Modify the current readiness rate calculation. Currently, the kindergarten readiness assessment is the sole data point used to determine the effectiveness of VPK programs. Given there is a 90-day gap between the end of VPK and the beginning of kindergarten, it is recommended that accountability move to measuring growth during the VPK year. Measuring growth is essential for Providers that serve students entering the program severely behind, so they can show the progress made even though the students may not have reached "readiness".
- Invest sufficient resources in the assessment tool(s), training, and outside spot checks to ensure fidelity/quality assurance, and commensurate, appropriate payment rates to ensure early childhood providers can pay for staff professional development, planning and implementation time.
- Stage implementation with sufficient time for the new assessment system to be successful. A five-year implementation plan is broadly outlined; in a state as large and diverse as Florida this will help ensure reliable, consistent results and appropriate accountability. Current practices and work would stay intact and be modified on a rolling basis during the five-year implementation period as appropriate.
- Ensure the tool(s) used meet the guiding principles and recommended domains of development outlined in this report. This may require new tools or additions to existing tools to ensure all domains are appropriately addressed.
- Rigorously and regularly analyze the results from the child assessment tools to inform on-going improvement.

SOLUTIONS / ACTION REQUESTED:

- Develop a plan to implement the Grade Level Success Committee's recommendations to ensure a coordinated early childhood assessment system.
- Develop a realistic schedule and timeline for implementation.
- Discontinue publishing readiness rates based on the KEA system and use the results from the KEA to inform kindergarten instruction to avoid harmful and unintended consequences for young children.

CONTACT:

Chris Duggan, Executive Director FLAEOC
(850) 264-9211
Email: cduggan@flaeyc.org

PARTNERSHIP ENDORSEMENTS

An effective and comprehensive early childhood assessment system is essential for ensuring children's early learning and for accountability of public resources. Therefore, the following affiliates and state-level organizations and their authorized representatives are pleased to support the position statement and urge the 2019 Legislature to pursue the recommendations for action.

Phyllis Kalifeh, EdD
President & CEO



Pam Parmenter
President



Florida Association for the
Education of Young Children

Tammy Tener
Executive Director



Jo Campbell
President



Vance Aloupis
President



Roy Keister
President



Louis Finney
President



Florida Head Start Association
Excellence. Advocacy. Leadership.

Teg Granger
President

